

JUNE 1948

ARMY INFORMATION DIGEST

Army Medicine and the Future

Major General Raymond W. Bliss

Clubs Overseas

A Word to the Wives

Learning Joint Operations

Money -- When You Travel

Rebuilding German Information



OUR MILITARY REQUIREMENTS

Presentations to the Congress



THE ARMY INFORMATION DIGEST

The ARMY INFORMATION DIGEST is published monthly by the Department of the Army. Its contents are prepared under the supervision of the Commandant, Army Information School, on behalf of the Chief of Information, United States Army. THE DIGEST is designed to provide information about the Army to members of the military establishment.

Manuscripts submitted for publication, suggestions for articles, and correspondence relating to the contents and preparation of THE DIGEST should be addressed to The Editor, Army Information Digest, Carlisle Barracks, Pa. Direct communication is authorized. Back issues may be obtained on request to the Editor.

Material in THE DIGEST may be reprinted, in whole or in part. Credit should be given to ARMY INFORMATION DIGEST and to the author.

AID

DISTRIBUTION:

ARMY:

AFF (75); A (26); CHQ (12); D (12); B (3); R (4); Bn (2); C (1); HD (3); FC (4); Gen & Sp Sv Sch (8); ROTC (2); Dep (2); GH (6); Pers Ctr (3); Tng Div (3); PE (4); Ars (2); Mil Dist (2); Retg Dist (4); Retg Main Sta (1); Retg Sub Sta (1); Special distribution.

AIR FORCE:

USAF (100); USAF Maj Comds (30); USAF Sub Comds (20); W (3); G (4); S (2); Class III Instls(5).

For explanation of distribution formula, see TM 38-405.

THE DIGEST is printed with approval of the Bureau of the Budget.

For sale by the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C. Price 15 cents, single. Subscription price \$1.50 a year, domestic; \$2.00 foreign.

ARMY INFORMATION DIGEST

Vol. 3 No. 6

June 1948

CONTENTS

Page

Army Medicine and the Future	3
By Major General Raymond W. Bliss	
Rebuilding Germany's Information Media	7
By Brigadier General Robert A. McClure and Colonel Gordon E. Textor	
To the Rescue	21
By Lieutenant Commander A. W. Wuerker, USCG	
A Word to the Wives	26
By Susie-Lane Hoyle Armstrong	
The Air Force Team (Pictorial Section)	31
Learning About Joint Operations	37
Money—When You Travel	44
By Lieutenant Colonel W. LeRoy Bates	
Service Clubs—The Soldier's Haven	50
By Colonel E. C. Johnston	
Raising Officers' Educational Levels	55
By Lieutenant Colonel Thomas J. O'Connor	
Protecting Careers of Civilian Employees	57
By Matthew R. Gray and Walter F. Meyer	
Our Military Requirements—II	59
Extracts from Statements to the Congress	



Official U. S. Army Signal Corps Photo

MEDICAL DEPARTMENT CHIEF

MAJOR GENERAL RAYMOND W. BLISS, The Surgeon General, was commissioned first lieutenant, Medical Corps, upon graduation from the Army Medical School in 1913. During World War I, he served as commanding officer of the base hospital at Camp Wheeler and general hospitals at West Baden, Indiana, and Whipple Barracks, Arizona. He later was Chief Surgeon at Sternberg General Hospital, Manila, at Fort Sam Houston, and at William Beaumont Hospital, El Paso. In 1942, he was appointed Surgeon of the First Army and Eastern Defense Command. He was appointed Chief of Operations, Surgeon General's Office, in 1943 and Assistant Surgeon General in 1944. During World War II, he made extensive tours of the Pacific areas, and later served as an observer at the atomic bomb test at Bikini. In January 1946 he was appointed Deputy Surgeon General and soon after was named Assistant to the Surgeon General. He received his present appointment in June 1947.

ARMY MEDICINE AND THE FUTURE

By

MAJOR GENERAL RAYMOND W. BLISS
The Surgeon General

WORLD WAR II set many new records. One record to be proud of was set in the standard of medical care received by the United States Armed Forces. The record speaks for itself. No fighting man anywhere at any time has received better medical treatment.

The inevitable weak spots of the most carefully worked out peacetime plans are brought to light in an expanded, fighting army. Instead of a hospital system of 10,000 beds, for instance, the Medical Department found itself operating a thousand separate hospital units with approximately 650,000 beds. A single medical installation, such as Percy Jones Medical Center at Battle Creek, had more patients on its rolls in early 1945 than were in all Army hospitals in 1938. Old problems took on different aspects, and new problems constantly appeared. Much was done during hostilities to adapt the medical program to changed conditions, but both Army and civilian doctors know the cost at which the wartime record was maintained.

The past three years have given us time to evaluate our wartime experience. Evolutionary changes since the war years are now bringing results. The mission of the Medical Department has not changed: to keep the Army well, and to care for it when sick. Total war, however, emphasized a concept always inherent in medical practice, the concept of total medicine. All of us, laymen as well as professional medical men, civilians as well as service personnel, daily are becoming more conscious of the wide implications of a total medical service. Health and disease are two sides of the same coin. One common goal of every unit in the Army, now firmly fixed, is the

maintenance of health, with therapy serving only as one means to that end.

The first and most extensive phase of the Medical Department's mission is preventive medicine. Since prevention is not always successful, the second is treatment of patients, or therapy. And the final phase is research, the exploration to gain new knowledge, which reinforces all our efforts.

Preventive medicine is properly the concern of every member of society. The appalling rejection rate that obtained during the operation of Selective Service brought home the importance of that truth as never before. One-third of the draftable men had to be rejected on the basis of physical, mental, or emotional defects.

It is fundamental that every officer and soldier should be thoroughly imbued with the principles of preventive medicine. Only in this way can medical personnel in staff positions fulfill their responsibilities as technical advisers to commanding officers. To this end, we are striving to improve the medical curricula in all the service schools—from the Military Academy at West Point on up through the National War College. We are incorporating the principles of individual physical and mental health in the initial indoctrination of recruits and in the daily program of the serviceman. The widening effect of this line of thinking may be reflected in our whole way of life.

The war gave us a number of invaluable tools for implementing preventive medicine, most of which are now household words: DDT for controlling the insect-borne diseases, new and better insect repellants, the aerosol bomb for using these substances. Highly effective rodent control materials were developed. A variety of new vaccines was used, of which tetanus vaccine is a representative example. From 1942 to 1945 there were only 12 cases of tetanus in the entire United States Army, six of which occurred in men who had not received the prophylactic inoculation.

We learned to use improved educational techniques, particularly the motion picture, which helped disseminate and underscore preventive medicine methods for individuals and groups, notably in the control of venereal disease infection. Better methods of water purification, food inspection, and sewage disposal also came out of the war.

Toward the end and after World War II, the occupied countries of Europe provided vast laboratories for studying the effects of starvation and famine. There, old theories of

nutrition could be checked and new data acquired. Our increased understanding of the chemistry, mechanics, and physiology of nutrition, in health and in sickness, already has been applied to raising the health level of the Army, and new areas for research have been pointed out. Postwar experiments on human adaptation to extremes of heat and cold are opening up new geographical areas for healthy living. Studies of the physiological and psychological aspects of flying not only are helping us to prevent illness, but are supplying clues to the causes of many unexplained accidental deaths in aviation.

In the field of therapy, wartime results are more dramatic. The war widened the scope of surgery and its application in rehabilitation of the sick, wounded, and injured, guaranteeing a useful and productive life to many who otherwise might have been disabled. The story of the sulfa drugs, penicillin, and blood plasma, and their front-line service, has been widely told. Other chemotherapeutic agents, antibiotics, and new ways to use both whole blood and derivatives, have somewhat revolutionized medical care. The establishment of special centers for treatment and rehabilitation of the blind, deaf, orthopedically disabled, the mentally and neurologically afflicted, and for those suffering from tropical diseases, has led to greatly improved methods in the treatment of patients.

During World War II, adequate funds for Government research and adequate agencies for cooperation with civilian research were made available. The results were phenomenal. Since the end of the war, the Government has made every effort to retain wartime advantages of coordination, while encouraging fundamental research projects which were necessarily neglected in favor of applied research during the emergency. The responsibility of the Office of Scientific Research and Development in coordinating military and civilian research has been taken over by the National Research Council. There are, however, many projects of peculiar importance to the Army which we cannot expect civilian institutions to investigate adequately; and these are undertaken in Army laboratories.

Sickness and non-combat injury were responsible for two-thirds of the permanent losses of effectiveness that occurred in World War II. These losses form the basis of most of the present medical research and development program.

Work of the Navy and the Air Force is coordinated through the Joint Research and Development Board; and the United States Public Health Service and the United States Veterans

Administration constantly are exchanging information with the Army Medical Department. With Army laboratories in most of the militarily important areas of the globe, it is at present literally true that the sun never sets on research activities of the Army Medical Department.

The very heart of a professional program is provision of opportunities for every participant to grow professionally. Only a Medical Department offering multiple training facilities at every level can provide quality service. To that end, a very extensive program of training, in subjects ranging from medical equipment mechanics for enlisted personnel to a new basic science course for medical specialists and clinicians, now is in effect. The variety of opportunities is well illustrated by a list of current courses in the United States and overseas: laboratory and technician courses, psychiatric social work and psychiatric nursing, dietetics and mess administration, public health and dairy hygiene, bacteriology and toxicology, medical photography, and many others. Many of these courses are given at civilian institutions. Internships, in both Army and civilian hospitals, have been vastly increased in number, and the residency program for medical specialists has been initiated and is expanding.

In atomic medicine the Army Medical Department has led the world. Six hundred physicians, including many civilians, already have completed atomic medicine courses, now sponsored by the Armed Forces Special Weapons Project.

In teaching, especially, the level of Army-civilian cooperation has been of the highest. Some 850 of the leaders in American medicine are active participants in the teaching program in Army hospitals. We are making great strides toward a more effective integration between lecture, laboratory, and clinical aspects of teaching basic sciences in medicine; and, to the extent that we succeed, the Medical Department will have made a very significant contribution to medical education.

In establishing this far-flung program, the Medical Department would have been halted from the very start had it not had the cooperation of American medicine's ablest leaders. One of the most important developments in the Department was the establishment of the civilian consultant system.

In total war, as never before, an integrated civil and Armed Forces medical service is a fundamental requirement. In the pre-war situation, the Army and civil medicine went their separate ways. Today the two march together.

REBUILDING GERMANY'S INFORMATION MEDIA

By

BRIGADIER GENERAL ROBERT A. McCLURE

and

COLONEL GORDON E. TEXTOR

STEERING a resolute course through Europe's ideological cross-currents, the Military Governments in occupied areas of Germany and Austria today are engaged in a vast program of reeducation, to direct and guide the German people away from militarism and Nazism toward the concepts of democracy.

In this endeavor, the Information Control Division of Military Government is nurturing a regrowth of Germany's war-ravaged information media. Press, books, periodicals, motion pictures, the radio, the theater, even music and the arts, fall within its supervisory orbit. It seeks to infuse into the main stream of German consciousness an awareness of democratic procedures that may ultimately be reflected in a free, responsible German press.

The information and reorientation programs of Military Government receive service and support from the Army's Civil Affairs Division, through its Reorientation Branch in Washington and its New York Field Office. Working in coordination with the State Department, these Stateside agencies channel to the Information Control Division the types of material which will present a clear, honest picture of American life. The Military Governor prescribes the policies which will best serve as a counterpoise to the forces working against the success of the occupation. When it is apparent that intellectually dishonest measures are being used by totalitarian-minded

BRIGADIER GENERAL ROBERT A. McCLURE is Chief, New York Field Office, Civil Affairs Division, Special Staff, United States Army. He formerly was Director, Information Control Division, U. S. Military Government in Germany.

COLONEL GORDON E. TEXTOR, CE, is Director, Information Control Division, U. S. Military Government in Germany.

people to misinterpret United States aims and policies, the Military Government information agencies step up the output of information clarifying these issues. The Reorientation Branch functions as the service agency in procuring the necessary background information.

The Reorientation Branch sends a daily news round-up of 6000 to 7000 words over Signal Corps facilities to information media in Germany, Austria, Trieste, Japan, and Korea. It maintains a literary agency service, dispatching weekly shipments of articles, stories, and other materials to publications in the occupied areas. An average of 25 features, 80 per cent of which are reprints from American magazines and 20 per cent original articles, is sent weekly to Europe, with about the same number going to the Orient.

It prepares much of the editorial content of three German-language magazines sponsored by Military Government in Germany and Austria. It selects outstanding American books and plays and arranges for copyright clearance. In its selection of materials, it is disinclined to sponsor contributions which give too pollyannish a picture of life in the United States, for these are likely to be negatively interpreted by the more discerning elements abroad. It auditions American radio programs and reviews scripts, motion pictures, and documentaries suitable for adaptation. In brief, it functions as the Stateside clearing house for Military Government, funneling a steady stream of representative literature, news, and feature material to bridge a 12-year gap of cultural isolation under Nazi rule.

The Information Control Division is the Military Government operating agency engaged in unravelling the problems of postwar material shortages, and counteracting the baneful effects of Goebbels' propaganda. Even before hostilities ceased, Military Government information personnel were active in restoring information facilities—posting bulletins, preparing news broadcasts on the progress of our troops, conveying Military Government instructions to the local population. Many a time advance teams of writers and newspapermen had to jack up a jeep and connect its rear wheels to a press in order to get out the next edition.

As part of the sweeping denazification program, Military Government Law 191 ordered the suppression of all Nazi-dominated information media. The giant propaganda machine of newspapers, books, magazines, radio, and theaters tributary to Goebbels' ministry was brought to a standstill, as Military

Government set about the task of rehabilitating Germany's information outlets. Since nearly all of the key German personnel in the information field were Nazis, one of the first tasks was to find dependable personnel unwarped by Nazi doctrine, train them in the techniques of objective news presentation, and place them in positions of responsible authority. German newsmen were taught to keep editorial comment out of the news columns. To a press long accustomed to rigid party control and to slanted, circumlocutory reporting, this type of news presentation was at first bewildering; but under the guidance of American newspapermen working for Military Government, the basis for a free press is being established.

The first postwar German newspaper in the American Zone was licensed in July 1945. Today, there are 50 such licensed newspapers, with a total circulation of 4,160,000. The current distribution, 1 to 5 on a population basis, could be much higher if more newsprint were available. The scarcity of newsprint prevents the carrying of fuller news reports, limits the size of all newspapers, and restricts the number of editions to two, or, in some cases, three a week. The papers are owned and operated by 104 licensees, comprising editors and publishers who have been carefully screened as the best available men to introduce freedom of speech into the German news field.



Photo by ICD, Germany

The mayor looks over the first edition of Munich's licensed newspaper.

DIE NEUE ZEITUNG

EINE AMERIKANISCHE ZEITUNG FÜR DIE DEUTSCHE BEVÖLKERUNG

DONNERSTAG, DEN 11. MÄRZ 1948

4. JAHRGANG / NUMMER 20

Masaryk nahm sich das Leben

Regierungserklärung Gottwalds — Benesch unter Bewachung

Prag (C.D.). Der tschechoslowakische Außenminister Benesch hat sich am Morgen des 11. März das Leben genommen. Masaryk, der letzte Präsident der Tschechoslowakei, wurde am 14. März 1938 ermordet. Benesch, der seit 1945 als Außenminister amtierte, wurde am 11. März 1948 von der kommunistischen Regierung entlassen. Er wurde unter Bewachung in ein Krankenhaus gebracht, wo er am Morgen des 12. März starb. Die kommunistische Regierung erklärte, Benesch habe sich das Leben genommen, weil er sich nicht mit der neuen Regierung arrangieren konnte. Die Regierung von Gottwald erklärte, Benesch sei ein Verräter gewesen, der die Interessen der Tschechoslowakei verraten habe. Benesch wurde von der kommunistischen Regierung als Verräter und Feind der Nation bezeichnet. Seine Leiche wurde in ein unbekanntes Grab in Prag beigesetzt.

Scharfe Absage an die K

General Robertson übt heftige Kritik im Kontrollrat

General Robertson, der britische Kommandant der Besatzungsmächte in Deutschland, hat im Kontrollrat eine scharfe Absage an die kommunistische Regierung abgegeben. Er erklärte, die kommunistische Regierung habe die Interessen der Deutschen nicht im Auge gefasst. Er forderte eine demokratische Regierung, die die Interessen der Deutschen wahrnehme. Die kommunistische Regierung antwortete, dass sie die Interessen der Deutschen wahrnehme und eine demokratische Regierung bilden werde.

DIE NEUE ZEITUNG

EINE AMERIKANISCHE ZEITUNG FÜR DIE DEUTSCHE BEVÖLKERUNG

4. JAHRGANG / NUMMER 18
Wahlvorbereitungen in Frankfurt

HEUTE

EINE ILLUSTRIERTE ZEITSCHRIFT
NUMMER 45 - 1. OKTOBER 1947 - 50 PFENNIG

HEUTE

DIGEST FOR AMERICANS
VOL. II, NO. 45
OCTOBER 1, 1947

Oil Town
Total Binges Settlement
The town of Oil Town, which was once a thriving center of the oil industry, is now a ghost town. The oil fields have been exhausted, and the town has been abandoned. The only remaining buildings are the ruins of the oil derricks and the houses of the former residents.

Paul Bunyon & Co.
American Folklore Is Lusty and Imaginative
The story of Paul Bunyon, the giant lumberjack, is a popular part of American folklore. The story is full of imagination and humor, and it has become a part of the American cultural heritage.

Rio C
On the banks of the Rio C, the sun sets over the mountains. The water is calm, and the mountains are reflected in the water. It is a beautiful scene, and it is a popular spot for tourists.

Bayon
Almost like a
The Bayon temple in Cambodia is a masterpiece of Khmer architecture. It is a large temple complex, and it is one of the most important religious sites in Cambodia.

Charges for Child
The charges for child labor are being increased. The government has decided to raise the minimum age for child labor from 12 to 14 years old. This is a step towards protecting the rights of children.

Historic London Landmark Is Privat
The historic London landmark, the Tower of London, is being privatized. The government has decided to sell the tower to a private company. This is a controversial decision, as the tower is a national treasure.

HEUTE'S
highlighting the
The magazine HEUTE is highlighting the achievements of the German people. It is a celebration of the German spirit and the German people's contributions to the world.

Die Amerikanische Rundschau
The American Roundtable is a forum for discussing the issues of the day. It is a place where Americans can express their views on the current events of the world.

NEUE AUSLESE
The new selection of books is now available. It includes a wide range of titles, from fiction to non-fiction. It is a great opportunity to find new books to read.

Adolf Lowe
Freiheit ist nicht nur ein Recht, sondern auch eine Pflicht. Freiheit ist ein Recht, das jedem Menschen zusteht, aber es ist auch eine Pflicht, die wir gegenüber unserer Mitmenschen haben.

Thornton Wilder
Der Engel und das Schiff. Ein Roman von Thornton Wilder. Ein wunderbares Werk, das die menschliche Seele in all ihrer Komplexität zeigt.

Adolf Dueny
Zwei Nagler und ein Himmelsflieger. Ein Roman von Adolf Dueny. Ein spannendes Werk, das die Abenteuer eines Himmelsfliegers erzählt.

Philippe Le Corbier
Die letzte Nacht — der Mensch. Ein Roman von Philippe Le Corbier. Ein tiefgründiges Werk, das die menschliche Existenz untersucht.

Dennis Sutton
Pariser Mädel vom heute. Ein Roman von Dennis Sutton. Ein humorvoller Roman, der das Leben in Paris zeigt.

LE MIT
Bogen (Krahlhahn). Ein Roman von LE MIT. Ein interessantes Werk, das die Geschichte eines Bogen erzählt.

Die Amerikanische Rundschau
The American Roundtable is a forum for discussing the issues of the day. It is a place where Americans can express their views on the current events of the world.

Aus dem Inhalt:
Freiheit ist nicht nur ein Recht, sondern auch eine Pflicht. Freiheit ist ein Recht, das jedem Menschen zusteht, aber es ist auch eine Pflicht, die wir gegenüber unserer Mitmenschen haben.

Thornton Wilder
Der Engel und das Schiff. Ein Roman von Thornton Wilder. Ein wunderbares Werk, das die menschliche Seele in all ihrer Komplexität zeigt.

Adolf Dueny
Zwei Nagler und ein Himmelsflieger. Ein Roman von Adolf Dueny. Ein spannendes Werk, das die Abenteuer eines Himmelsfliegers erzählt.

Philippe Le Corbier
Die letzte Nacht — der Mensch. Ein Roman von Philippe Le Corbier. Ein tiefgründiges Werk, das die menschliche Existenz untersucht.

änder nehmen in London

Die amerikanische Regierung hat in London eine Reihe von Änderungen in der Besatzungsmacht angekündigt. Diese Änderungen betreffen die Zusammensetzung der Besatzungsmacht in Deutschland. Die amerikanische Regierung hat erklärt, dass diese Änderungen notwendig sind, um die Interessen der Deutschen besser zu wahren.

WIENER KURIER

HERAUSGEGEBEN VON DEN AMERIKANISCHEN STREITKRÄFTEN FÜR DIE WIENER

Truman wird weitere Militä

en und Türken f

Scharfe Angriffe der K

Ungarn gegen den Kar

lenminister hat droht mit Ausreis

treffen sich die Außenminister von

in, Jugoslawien und CSR in Prag

den ihre Ansichten zur Deutschland-Frage auszutauschen

Drei-Mächte-Konferenz über

Westdeutschland wird ab März

in London, 1. April

In its direction of the licensed press, the Information Control Division grants editors increasing responsibility, so that freedom of the press may be fostered to full growth. There is no pre-publication censorship of the German press. The only regulations are those required by occupational circumstances. The dissemination of material of a nationalist, militant, or anti-democratic nature, including rumors aimed at disrupting unity of the occupying powers or creating hostility toward the occupation authorities, is prohibited. Constructive criticism of Military Government policies, however, is permitted.

As German editors have begun to prove themselves trustworthy, the function of Information Control Division personnel has turned increasingly toward training, advisory functions, and post-publication scrutiny of the newspapers, to see that they observe the rules of fair play. The German newspapers in the U. S. Zone and in Berlin are not, by any means, Military Government official mouthpieces. Benefitting from the competition among various news agencies, German editors and publishers are able to exercise considerable freedom of selection, within the broad limits set by the policy directives.

In addition to supervising the 50 German licensed newspapers, Military Government publishes an official, or overt, newspaper—*Die Neue Zeitung*, having a circulation of 1,500,000. This publication conveys news of Military Government policies and actions, and has achieved great prestige as a model for objective American-style news reporting.

A licensed news agency, DENA (*Deutsche Nachrichten Agentur*), owned cooperatively by German publishers along the lines of the Associated Press, operates under the policy and professional guidance of a small staff of Information Control personnel. Besides serving the licensed newspapers and the official Military Government *Neue Zeitung*, DENA sends its releases to five radio stations and numerous German magazines. It receives 150,000 words of copy daily from International News Service, Reuter's, the Reorientation Branch Press Unit, and the State Department Radio Bulletin, as well as local dispatches from German news bureaus and correspondents, and the Military Government Public Information Office.

From this inflow of news, DENA selects and disseminates about 30,000 words daily by teletype, about 25,000 words of feature material weekly by mail, and about 20,000 photos by mail each month. It is the primary channel for the placement

of stories and background material in newspapers and is an effective medium for the distribution to the German press of information on Military Government and United States policies. Each of the occupation zones has a similar news agency: SUDENA in the French Zone, DPD in the British Zone, and ADN in the Soviet Zone.

German news editors also have direct access to Associated Press, United Press, International News Service, Reuter's, and other news agencies. Their reporters attend press conferences of the Military Governor and his deputy, and maintain direct contact with the Press Section of the Reorientation Branch, Civil Affairs Division. The Press Section sends out round-ups of editorial opinion from the American press, special United Nations coverage, and weekly columns on the arts and the American scene. It dispatches a wide variety of general-interest features, covering such subjects as Boys' Town, Parent-Teacher Associations, industrial peace experiments, and the latest developments in farm machinery and soil reclamation work. National tastes are catered to in the dissemination of this material. German editors in the U. S. Zone are inclined to accept the more substantial type of article, known in the trade as "think pieces"; while the Austrian editors seem to prefer personality pieces, especially those which deal with Hollywood and the more glamorous phases of American life. In Austria, the major press outlet is *Wiener Kurier*, an overt Military Government paper with a circulation of 300,000. It is widely popular with the Austrians. Another important outlet is AND, a Military Government-sponsored news agency which places many of its articles in the Austrian press.

Free competition exists among the newspapers of the four occupied zones in Germany and Austria. Germans in the American Zone evidently prefer the "new" type of objective news reporting found in the licensed and overt newspapers; but because of the drastic paper shortage in the Western zone—which keeps the circulation of such a U. S.-licensed German newspaper as the *Frankfurter Rundschau* down to 150,000—the more amply provided Soviet-licensed papers seemingly enjoy a disproportionate inter-zonal advantage.

The licensed press in Germany is an above-party press—free to criticize German government officials and political leaders, whenever criticism is warranted. The traditional party-line type of newspaper, pursuing a policy of blind party factionalism, is no longer a part of the German political scene.

REBUILDING GERMANY'S INFORMATION MEDIA 13

As more newsprint becomes available, the Information Control Division policy is to license competing newspapers in more of the larger cities which presently have only one paper, and to increase the frequency of publication to a daily basis. At present, five large cities in the American Zone have two licensed newspapers each.

Radio, an especially influential instrument of mass education, is of maximum importance in Germany, particularly since the limited newspaper volume cannot keep up with demand. Germans are avid and enthusiastic radio listeners, and a large proportion of their homes are equipped with pre-war radio sets of some kind. Five powerful stations—one each in Berlin, Bremen, Frankfurt, Munich, and Stuttgart—are presently in operation, staffed by carefully screened German personnel operating under broad Military Government guidance and supervision. The German managers are entrusted with progressive responsibility; and eventually the stations will be turned over to the German *Land* Governments as licensed quasi-public corporations, immune from political control.

German audiences are rapidly becoming acquainted with American-type broadcasts. Programs on the pattern of "Town Meeting of the Air," for example, have been effective in demonstrating democratic processes. Religious leaders and political parties are given weekly time on the air on a proportional basis. In these programs, the Germans are finding a range of free expression previously denied them.

At 1900 hours each evening, all German stations carry a one-half hour program of news reports, press comment, educational features, and music continuity from the State Department's Voice of America. The program, emanating from New York, is transmitted in German by short wave, and is picked up and transcribed by Radio Stuttgart. From there, it is fed by long lines to all German stations, which simultaneously broadcast it to German listeners. Germans who understand the American idiom, and youthful devotees of swing music are enthusiastic listeners to the American Forces Network, which broadcasts education and entertainment to occupation troops. (See "The World Is at Our Door," February 1948 DIGEST.)

As in the newspaper field, efforts to reestablish the German book and magazine publishing industry are hampered by the scarcity of paper. In the American Zone, 374 book and magazine publishers have been licensed to assume postwar operations. From the beginning of the occupation to September

1947, 6435 German book titles were published, principally in small editions. Larger editions, of 100,000 or more, utilize an economy format on newsprint paper, similar to the Armed Forces editions produced by the Army during the war.

The Civil Affairs Reorientation Branch has cleared more than 400 American books for publication in Germany and Austria. Representative works include biographic studies of outstanding Americans, such as Nicolay's *Abraham Lincoln* and Bakeless's *Daniel Boone*; Carl Becker's works on modern democracy; studies in anthropology by Margaret Mead; studies in literature by Van Wyck Brooks. The choice in fiction ranges through the works of Thomas Wolfe, Edith Wharton, James Thurber, Conrad Richter, William Saroyan, Robert Nathan, Herman Melville, Nathaniel Hawthorne, Ellen Glasgow, Hamlin Garland, James Boyd, Stephen Vincent Benet, and many others. One of the most influential books was James F. Byrnes' *Speaking Frankly*. Besides being published in book form, it has been serialized in magazines and newspapers, and has appeared in pamphlet form in an edition of 750,000 copies.



Photo by ICD, Germany

At a conference of information control officers and licensed German publishers in Garmisch-Partenkirchen, the Germans formed their own publishers' association.

Twelve years of cultural isolation have caused a dearth of sound technical reading material in Germany. As an aid to professional men—including doctors, engineers, and lawyers—the Reorientation Branch procures in the United States the copyright and translation rights to numerous technical books. The rights are resold by the Information Control Division to German publishers for marks. Negotiations now are under way to enable Germans to buy copyrights directly, through export-import channels, from American and other copyright owners, and to exchange copyrights on an equal dollar basis.

As a service to the 379 licensed magazines currently appearing in Germany, a weekly dispatch of significant articles from the American press, as well as original background pieces, cleared for reprint, is sent to German publishers. A survey of reprinted material over a six-month period shows that articles on popular science are most widely preferred. Other subjects, in the order of their popularity, are: social and political science, agriculture, international affairs, education, the arts, religion, philosophy and psychology, and labor. Articles during this period were selected from 93 magazines and five books. More than 100 United States magazines have granted free reprint rights to all of their material. *Senior Scholastic*, a publication for American high school students, led the field with 16 reprints, followed by *Farmer's Digest*, with 15; *Science News Letter*, with 12; and *Catholic News* and *The Christian Science Monitor*, with 11 each. Still other periodicals with a high average included the *New York Times Magazine*, the *Atlantic Monthly*, and the *Saturday Evening Post*.

To help broaden the average German's horizon on world and local affairs, Military Government publishes three overt magazines. *Die Amerikanische Rundschau* (The American Review), a scholarly monthly edited in New York and printed in Germany, is designed for an audience of highly educated people. Sold for one mark, the *Rundschau* has an average circulation of 120,000, with an estimated three readers per copy. It pounds no ideological line, but follows the broader course of trying to rekindle faith in basic Western values.

Edited on a more popular level is the monthly pocket-size reprint magazine, *Neue Auslese* (New Selections). Assembled in London and published jointly by the United States and British Military Governments, this magazine has a bizonal circulation of 650,000, and an estimated reader audience of three million. It derives its contents mainly from American,

British, and French sources, mirroring to German and Austrian readers the best in contemporary Western letters, including political, social, economic, cultural, and scientific subjects.

Still another overt Army publication, *Heute* (Today), a bi-weekly picture magazine serviced by the New York Field Office and published by the U. S. Military Government in Germany, has a circulation of more than a half million copies in the American zones of Germany and Austria. A combination of the *Life*-type magazine and the pre-war European picture periodicals in format and design, *Heute* devotes a considerable portion of its pictorial coverage to such typically American institutions as the corner drugstore, the county fair, or an election in a rural community, giving its readers a perspective of the United States which hitherto had been denied them.

The revitalization of the German motion picture industry is another major concern of the Information Control Division. Of the two large production studios in the American Zone—one at Tempelhof, Berlin, and the other, the Bavaria Film Kunst, in Munich—the Munich studios were largely unharmed by the war, while the Tempelhof studios were 75 per cent destroyed and are now being rebuilt. Priority is given to repair of facilities for synchronizing films being imported for reorientation purposes.

The UFA Corporation, the huge cartel which dominated the German film industry before the war, is being reorganized into four segments—production, studio operation, distribution, and exhibition—each of which will operate independently, under separate ownership and control.

By the end of 1947, a total of 12 German producers had been licensed. Three features had been completed, and six more were in varying stages of production. Under Military Government policy, these German-produced pictures may be shown by any exhibition house that will buy them, in free competition with the films of other nations. They may be exported into the world market to compete with the films of other countries. Military Government inspects and controls scripts and production, and reviews the finished product. United States motion picture releases circulate freely in both the American and British Zones.

While many of the theaters are in cellars or rubble heaps, there are 1061 licensed German motion picture theaters, with a combined seating capacity of 409,708, operating in the American Zone; and more than 2000 theaters in both the U. S. and

British Zones. Feature films are selected from the stock of the U. S. Motion Picture Export Association. Prints are dispatched overseas for review by the Information Control Division, and, if acceptable, a request is initiated for reprint material. Dubbing and other processing is accomplished in Germany. Some of the more popular pictures in Germany and Austria have been "The Bells of St. Mary's," starring Bing Crosby, "One Foot in Heaven," with Irene Dunn, and musical comedies of the type of "Holiday Inn."

An overt weekly newsreel called "*Welt in Film*" (World in Film) is jointly produced by the U. S. and British Military Governments. Produced at the Bavaria Film Kunst in Munich, this documentary-style newsreel is an effective device for bringing to the German people international and local news. It is shown in all theaters in the American and British Zones.

In the documentary film field, suitable material is selected from documentary and educational films made in the United States by various Federal agencies, commercial motion picture companies, universities, colleges, and foundations. Rights are purchased for the occupied countries. One English version and the necessary negative preprint material are sent to Germany, where sound tracks are added to provide a composite film in the appropriate language. Documentaries so distributed include the OWI expository films on "The Library of Congress" and "Tuesday in November," the latter revealing election processes in the United States; films on "The Great Lakes" and "New England"; educational films on nursery training and music; and a variety of "March of Time" productions.

Documentary films showing how the American middle class lives are warmly received by German audiences. The production of a certain number of original documentaries of this type has been undertaken on a contract basis through the facilities of independent United States producers. A recent production, "The Rural Co-op," for example, gives the history of farm cooperatives in America. Augmenting these film sources, the Information Control Division has inaugurated its own documentary film production program in Germany. Directed by a few American experts, with the bulk of the operating personnel German technicians, the program will be largely supported by mark revenues received from operation of the overt newspaper, the three overt magazines, and the overt newsreel. Coverage will be beamed to specific German problems.

Under a trading agreement with United States newsreel

companies, reportage of typical American subjects is made available for circulation in the occupied zones, with approximately 750 feet of film a week sent overseas. Occasional long features give a complete background coverage of such events as the Soapbox Derby, the Danbury Fair, and other popular American institutions. In exchange, our newsreel companies may purchase film coverage, prepared by Military Government facilities for "*Welt in Film*," on such subjects as the food situation in Germany and college life overseas.

The theater and music play significant roles in the cultural life of Germany; both are important media for the assimilation of the German people into the society of peaceful nations through the revival of international cultural relations. Some 31 American plays have been produced in Germany and 16 in Austria, with a total of 51 cleared by the Civil Affairs Division for presentation in both countries. More than 700,000 marks have been collected in royalties for the authors. Translations of Thornton Wilder's plays, particularly "The Skin of Our Teeth" and "Our Town," are widely popular among theatrical producers and audiences in Germany today. Outstanding successes have been "Thunder Rock," by Robert Ardrey, "Voice of the Turtle," by John van Druten; "On Borrowed Time," by Paul Osborn; "Three Men on a Horse," by Abbott and Holm; and "First Legion," a story of Jesuit priests by Emmet Lavery, which drew heavily in predominantly Catholic Bavaria.

German orchestra and concert groups have given more than 400 performances of the works of American composers, for which copyright clearances have been facilitated by Military Government. A forthcoming program, supported by private individuals and institutions in the United States, will bring top ranking visiting artists, to acquaint Germans with American achievements in the musical arts.

Civilian specialists are doing a major job in overhauling Germany's educational system. When denazification procedures rendered almost half the number of available teachers ineligible to teach, special teachers' training colleges were established under the guidance of American educators. Approximately 3000 newly trained German teachers thus were provided for the primary schools. German textbooks, free of Nazi influence, were made available by Teachers' College, Columbia University, and microfilms of these works were sent to Germany. More than five million textbooks have been reprinted from these microfilms and distributed in the American Zone. Military

Government personnel have reviewed textbooks issued in Germany at the rate of more than 100 a month. Lists of the approved titles are issued periodically. More than two million books from Troop Information and Education Division stocks are being released for use to the German public. Still another accomplishment has been the raising of general education requirements. The German state governments have agreed to establish six years of compulsory education for all children, as against the four years previously required.

Dissemination of information about the American scene also is accomplished through twenty-one Information Centers—two in Berlin, the other nineteen in principal cities in the American Zone—operated by the Information Control Division. In addition, twenty reading rooms function as branch libraries in smaller cities. (See "Information Knows No Barriers," July 1947 DICEST.) These Centers make available English and German language books, magazines, and newspapers, of value to the reorientation program, free to any German who may wish to read or do technical research. Readers may draw books and take them home. No charge is made unless a book is lost or late. The well-stocked libraries, popular with German students, educators, and technical specialists, draw an average



Photo by ICD, Germany

"The Silver Bullet," a United States produced film, reaches German audiences in a bombed-out section of Munich.

attendance of well over 15,000 a week. Each Information Center is a focal point for weekly discussion forums, lectures, musical programs, and other events of cultural interest to the German community in the surrounding area.

An Exhibitions Program, consisting of materials assembled by the Department of the Army, the National Housing Agency, the State Department, and other cooperating and contributing agencies, uses two kinds of exhibit material. The small displays are designed for use in all Information Centers; and are lent to German schools for teaching purposes. The large displays will be circulated through Information Centers in key cities. Two large exhibits, to be shown independently of the Centers, will supply information crucially needed by the Germans—examples of the latest postwar architectural designs, housing construction materials and methods, the latest industrial designs for consumer goods, and developments in industrial graphic arts. All contribute to the stimulating of German thinking along constructive lines.

In every aspect of its reorientation program, the Army follows a unified theme—that of endeavoring to lead peoples of the occupied areas away from the stagnating influences of thought control and organized propaganda into the broader currents of free democratic ways.

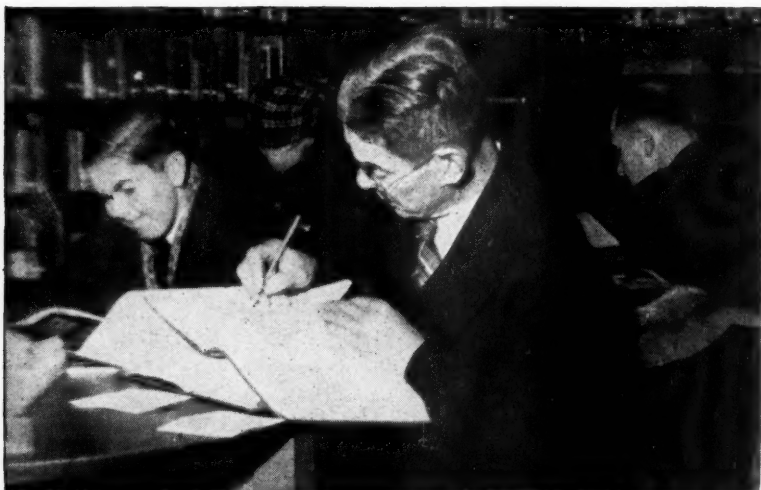


Photo by ICD, Germany

Young and old patronize the Information Centers.

TO THE RESCUE

By

LIEUTENANT COMMANDER A. W. WUERKER, USCG

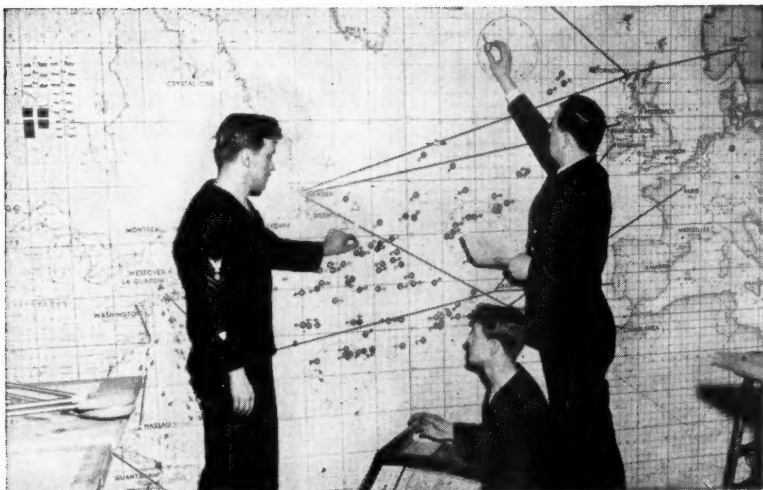
A SHIP is in distress off Cape Hatteras, and another is aground off the Northwest coast. An aircraft is missing and overdue on a flight from New York to Miami. Another plane is making an emergency landing at Gander, Newfoundland. Flood waters are raging in the Mississippi basin, menacing thousands of lives. Something must be done if these people are to be saved.

Situations like these are not unusual. The Coast Guard is prepared to meet them all—whether they are at sea, on land, or in the air. The Coast Guard Rescue Coordination Center at New York, which serves the Caribbean, Gulf, and East coasts of the United States, handles an average of twenty distress cases a day, and provides assistance to more than a thousand persons a month. Other centers are located at San Francisco and Honolulu.

Years ago, before systems of search and rescue were organized and developed, distressed persons helped themselves as best they could. They had to contend not only with the elements but also with the rapacity of those who discovered their plight. Ships, helpless at sea, were pirated; and wrecked ships on shore were plundered. It was a long time before these practices were outlawed; and even today crashed aircraft in isolated areas are sometimes looted. It took even longer for nations to recognize their moral responsibility to persons in trouble and to set up well-coordinated systems to insure the rescue, and the safety, of people in distress on the waters.

In its concern with safety, the Coast Guard not only strives to prevent accidents, but also takes steps to protect people from further injury or loss of life after an accident occurs—that is, search and rescue. Emergency procedures and emergency equipment are standardized, and the traveler is indoctrinated

LIEUTENANT COMMANDER A. W. WUERKER is Deputy Executive Assistant, United States Coast Guard Search and Rescue Agency, United States Coast Guard.



Official U. S. Coast Guard Photo.

Checking ship locations, Search and Rescue Headquarters, New York City.

in their use. These measures are taken not only for the potential survivor but also for the rescuer. Both are thoroughly schooled in the techniques of search and rescue, should it become necessary to use them. It is knowledge that all may profit by—the man who makes an innocent voyage in a pleasure craft and becomes helpless and adrift, the passenger on a military or commercial aircraft that may be forced into an emergency landing.

In a typical rescue operation, a disabled ship is in danger of sinking on the high seas. It transmits the alarm signal, followed by the distress signal, by radio on the international distress frequency—500 kilocycles. As soon as possible, it issues a distress message, giving details of the trouble and the position of the ship. The Rescue Coordination Center and those ship stations on which operators are on watch within receiving range of the stricken vessel—usually several—hear the distress call and message because they are maintaining a mandatory listening watch on 500 kilocycles. On vessels where the operators are not on watch, the alarm signal actuates the automatic receiving apparatus which rings an alarm and lights a signal lamp on the bridge, in the radio room, and in the operator's room. Thus warned, the operators on these vessels immediately go on watch; and their ships' masters, too, are briefed on the details of the distress. Normal communications on the international distress

frequency are suspended, leaving it clear for the distress traffic.

The position of the ship in trouble is plotted at the Rescue Coordination Center, as well as on board the vessels which have received the distress message. The distress call is answered by these ships. Meanwhile, one radio station assumes control of all communications on the distress frequency. At this time, the Rescue Coordination Center may retransmit the alarm signal and distress message, utilizing the greater power and wider range of coast stations. By now, the nearest ships have changed their courses and are proceeding at their best speeds toward the position of the distress incident. On the basis of messages exchanged, the Rescue Coordination Center determines which of the ships are nearest and instructs them to proceed for rescue duty. The others are notified that their services are not required. The requisitioned ships continue to make all possible speed to the scene.

In bad weather or conditions of poor visibility, the search planes and rescue ships often have difficulty finding the ship in trouble. In such cases, they are aided by direction-finding apparatus. The planes and ships engaged in the rescue mission take their bearings from their direction-finding apparatus tuned



Official U. S. Coast Guard Photo.

Unloading a crash victim from a Coast Guard rescue helicopter.

to the disabled vessel's radio transmissions. This procedure has resulted in many sightings under arduous conditions, when success could not have been easily achieved by ordinary navigation methods.

While the distressed vessel is awaiting assistance, her crew undertakes the numerous measures required by safety regulations. If the vessel is leaking, her bulkheads are secured and pumping systems are brought into play to delay or prevent her from sinking. If it is necessary to abandon ship, enough lifeboats, life-rafts, and life-preservers are available to accommodate the entire crew and passengers. If the ship is on fire, the fire-extinguishing apparatus will aid in putting out the blaze. If the engine room is flooded and the main power supply is cut off, the emergency radio transmitter, with its own independent power, will enable communications to be maintained for six hours. These are only a few of the required precautions and equipment which insure the safety of ships at sea.

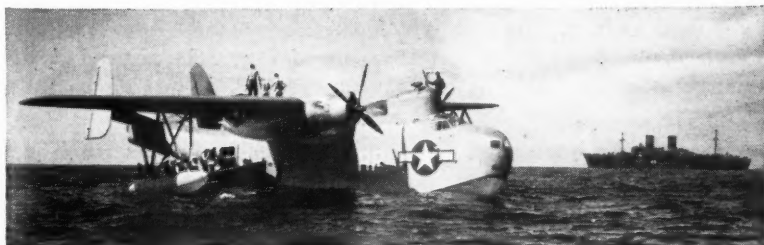
After the rescue planes or ships meet the distressed vessel, appropriate measures for assistance are discussed, usually by radio. The required help may be given on the scene, or it may be necessary to summon additional assistance, as when salvage tugs are needed. In the latter case, the details are arranged with the owners of the distressed vessel by radio messages passed through the Rescue Coordination Center. When the immediate danger is over, a message terminating the distress alarm is transmitted on 500 kilocycles and any other frequencies which may have been used. Normal traffic on these frequencies may then be resumed.

A high degree of coordination is required to effect a search and rescue operation such as this. The utilization of all possible facilities, both public and private, for the conduct of search and rescue operations, must be organized and positive. It requires teamwork among the rescuers as well as teamwork by the potential survivors. Just as a quarterback calls the signals on a football team, the Rescue Coordination Center calls the signals in search and rescue operations. At the Center, channeled into a central point, are communications facilities, meteorological information, and aircraft and ship plots, as well as the actual facilities for rescue. One distress or emergency signal sets the play in motion.

The operations of the coordinated search and rescue organization were well illustrated in the combined Coast Guard-United

States Army rescue of survivors of a Belgian air transport which crashed near Gander, Newfoundland. On 18 September 1946, the Coast Guard Rescue Coordination Center at New York received first notification from the Coast Guard Commander, North Atlantic Ocean Patrol. Coast Guard amphibian planes and helicopters working with Air Transport Command planes and Army rescue ground teams immediately went into action. Eighteen survivors were evacuated from virtually impenetrable wilderness country. Those rescued undoubtedly owe their lives to the teamwork and flawless techniques of the United States military services involved—their well-trained personnel, adequate equipment, dependable communications facilities, and expert coordination.

The responsibility for conducting search and rescue operations, as assigned by the Congress of the United States, should not be confused with the responsibility which is inherent in the ownership of property or the transportation of personnel. Although the Coast Guard has basic responsibilities in search and rescue operations, this does not relieve the owner of a merchant vessel or civilian airplane from rescue or salvage responsibilities. Similarly, the Army, the Navy, and the Air Force have a command responsibility for their own equipment and their own personnel. This responsibility is non-transferable, and can be delegated only through the chain of command. However, through joint agreements in the field, measures can be taken to insure that all available search and rescue facilities will be employed when disaster occurs. The coordinated employment of these facilities is accomplished through the Coast Guard Rescue Coordination Centers.



Official U. S. Coast Guard Photo.

An amphibian plane performs a mercy mission.

A WORD TO THE WIVES

By

SUSIE-LANE HOYLE ARMSTRONG

IT WOULD be both foolish and presumptuous for anyone to draw up a rigid set of rules, blandly label it "The Army Way," and expect our many thousands of new Regular Army wives to read it and then live happily ever after. That happy ending always has depended upon the individual. In or out of the Army, the happy ones are those who are prepared to give before they expect to receive. If you have been a good civilian you are bound to make an excellent Army wife.

One of the saddest sacks in the Army is the female whose last post is always the best. Never satisfied with the present, some wives reconstruct the past in rosy hues they probably overlooked at the time. I learned that lesson long ago. We were living in the Midwest after years at eastern stations. The flat plains, the strong winds, and hot, dry summers were alien to my experience; and I found it hard to feel at home. Nursing this mood, I was riding with a native son who galloped past me and drew up near some small hills. As I came abreast, he turned and exclaimed, "Have you ever seen more beautiful country?" His question rang with such sincerity that I hesitated before replying, and decided to try seeing his land as it looked to him. As I watched, the sky seemed immense, the clouds hung low, and over the hills and prairie poured swift changes of color from the bright sun—lavender, rose, dusty blue. It *was* beautiful, and I was ashamed.

Since then I have tried to see with the eyes of those who love their part of the country, and have never been disappointed in our lovely land. Each new station offers a tacit invitation

SUSIE-LANE HOYLE ARMSTRONG is the wife of Colonel DeVere P. Armstrong, F.A. Members of her family, on both sides, have been in the Regular Army for five generations.

to explore its history, its people, its problems, and to share in all.

To look with intelligence, however, one must use proper guides. We can find time to study the history of an unfamiliar town by using its museums and libraries. The WPA American Guide Series, available in all public libraries, devotes a book to each state. The series' greatest appeal lies in its ability to convey the flavor that sets each state apart. I can think of no better home work for mothers confined by young babies than this reading habit. It banishes the dishpan mind and sets up a good foundation for the less restricted days ahead.

By all means, join in the community affairs too. See the things that make your new station unique. Do what you can to improve your adopted community. I envy those Army wives who have been trained in some specific field. They and the Army will be losers if that knowledge is not brought into play. Neither talented nor trained for any profession myself, I became a jack-of-all-trades. So far, I have been a lieutenant and a captain of Girl Scouts, a reviewer of children's books, a secretary and den mother for Cub Scouts, a minor cog in amateur theatricals, a library chairman, the head of one Sunday School and a teacher in others, and even (because of devoted attention to a garden) a judge in a flower show. In every job I have learned more than I taught, and have gotten more than I deserved—for these duties are really selfish pleasures. What ego fails to flutter when neighbors greet you with enthusiasm and openly show, when you leave, that they are sorry to see you go?

I have heard it said that officers' wives, as well as the officers themselves, are sometimes checked when selections are being made for certain assignments. Whether or not that is true, I do not know; but it may be a sound idea. We must remember that the face we present to civilians is the one that represents the rest of the Army to them. That face should always show itself with pride.

Many Army wives quail at the prospect of uprooting their children, just when a decent routine seems established. Yet it may be that your children will show you more clearly the advantages of Army life than you could see alone.

Changing schools proves more of a nuisance than a problem. One of my sons has received his education under auspices of the Quakers, the Catholics, the Episcopalians, and several public schools. Such experiences foster the development of a

well-rounded child—tolerant, and with an open, inquiring mind. Can we ask more?

Many teachers have told me that they welcome the service child because he brings into the class room an awareness of and a personal interest in the social sciences, due to his wider travel experiences. The temporary absence from our house of favorite curios from far off lands, for use in school exhibits, has often made it easy for me to follow my children's class work! Incidentally, the collecting of interesting and unusual objects, at each new station, domestic and foreign, lends distinction and interest to many Army homes.

We often forget that babies are an "open sesame" to people's hearts. I have stopped at farm houses to warm bottles on a coal stove, and found that drug stores will cheerfully do this for me in cities. One of my happiest mornings was spent in a tourist home where we ate like kings as a blizzard raged and our hostess rocked our baby by the fire.

To make a change of station easier and safer, I have a strong-box in which I keep all essential family records—birth certificates, school records, and, most important, a separate file on each child's health record. The latter shows the child's name, birth date, and blood type, and is followed by a dated account of all illnesses and inoculations. Children seem to have a positive mania for developing fevers and broken bones just as you move into a strange neighborhood, and under such circumstances a health record is invaluable to the new doctor. I was much amused by one New England doctor who, after reading our long lists in stupefied silence, whispered, "Ye gods! Where have you poor people been living?"

Such records also save the added strain of trying to remember when your young hopeful had that last tetanus shot. And don't forget to add your own records, too—this business of proving that you really *were* born and really *were* married can sometimes present a baffling problem.

Let's assume that you have moved into your new home. With the last curtain hung, your furniture often resembles the song, "It's either too large or too small, too much or nothing at all." That frustrated feeling is a common ailment, but at your next station Aunt Min's four-poster may come into its own. That's the comforting thought that sustains us all. You have done the best you can, so spare the apologies—and that goes for your home town, too. If you hail from the wide open spaces, why be aghast if your first callers have Boston accents? Your

home state is appreciated where it is, and you are more interesting as an individual, not as a sectional rooter. If you feel sincerely that your background has been inadequate, keep your eyes and ears open. Ask questions of friends whose modes of living you admire. People are kind if you give them a chance.

Don't let yourself be intimidated by rumors of what is proper in the Army. If you bear in mind that what constitutes the best of taste and good manners in your home town applies equally well in Army circles, you can't go wrong. We have dined often à la paper plate and card table and had a wonderful time. We have also admired an exquisite table with lovely appointments, but a glance at the poor wife's harassed face has started me off with nervous indigestion.

One suggestion I might offer is the rule in our family. If you accept an invitation, the obligation to see that the party runs smoothly rests as much upon you as upon your hostess. No one craves a guest who sits down, mentally and physically, and waits for a hand-out of food and conversation. You would be better off at home where your dead weight won't be noticed.

I also suggest that, when in company, you avoid talking about official matters. Those subjects are best left in the office. You are not expected to know how many men form a squadron; and I don't think it's wise to be too clever about your husband's—or some other husband's—business. Such talk can be dangerous, indiscreet, and often cruel. It's a good idea to check on whom you're addressing, too. I dare say one lieutenant never forgot his careless remark on his first post. Standing by his commanding officer (my grandfather), he silently watched the dancers glide by at a post hop until a certain lady appeared. She was a woman noted for her musical talents and graciously commanding presence, though her virtues were encompassed by an unusually ample frame. "My Lord!" he gasped. "Who is *that*?" "That, sir," roared the colonel, drawing up to his full six feet four inches, "*That* is my wife—and I love every pound of her!"

It is an oft-forgotten fact that Army wives have no rank. Because of their husbands' high rank, however, many are expected to assume a greater measure of responsibilities and consequently share in some privileges. When you are with them, do as your mother taught you. They are entitled to the same courtesy and deference normally accorded the older women in your own home town. But don't overdo your natural training. An ivory

tower is a lonesome place; and no woman wants to be treated half way between Whistler's mother and Queen Victoria. If you are friendly and cooperative, you will be repaid by the older Army wives in the same coin, and with interest. Most of your associates, however, will be in your own age bracket, with backgrounds that form a cross-section of our entire country. What could be more interesting than meeting so many different personalities?

Great personal satisfaction comes to those who develop a strong obligation to the enlisted man and his family—standing by to promote their welfare and morale when needed. Such loyalty is reciprocal; and many a difficult situation has been eased because of it.

*The Army has made so many changes that I find it hard to explain my own background to my children. They can scarcely remember the days when they, too, accepted the uniforms, the parade grounds, and the bugle calls as part of their daily environment. However, we are equally fortunate in that we grew up serene in the knowledge, made so clear to us in the Army, that Uncle Sam spreads his protecting mantle wherever we go.

I do not weep for the "old Army," much as I loved it. Each generation is confronted in turn by a newer generation which refers nostalgically to the "good old days" their seniors thought so revolutionary! Changes have come as our horizons have broadened, and the new way is almost always an improvement. But the fine traditions that form the intangible core of a soldier's career will never vanish. New Army wives, meeting the challenge of increased responsibilities carried by the Army today, have been given the opportunity to contribute to the building of that tradition.

AID

A SENSE OF PROFESSIONAL PURPOSE

Officers and men, in the new Army, must not only build solidly on soldiering as a profession, but must know how to imbue vast numbers of recruits, during a possible rapid expansion, with a sense of professional purpose.

GENERAL J. LAWTON COLLINS
ARMY INFORMATION DIGEST, May 1946

THE AIR FORCE TEAM

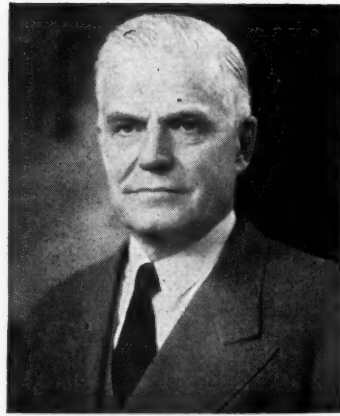


THE AIR FORCE

The Executive



**THE HONORABLE
W. STUART SYMINGTON**
Secretary of the Air Force



HON. ARTHUR S. BARROWS
Under Secretary
of the Air Force



←
HON. EUGENE M. ZUCKERT,
Assistant Secretary of the
Air Force



→
HON. CORNELIUS V. WHITNEY,
Assistant Secretary of
the Air Force



←
BRACKLEY SHAW, General
Counsel of the Air Force



→
STEPHEN F. LEO, Director,
Public Relations, U. S. Air
Force

[This pictorial section based on Air Force data]

FORCE TEAM

Executive Team



MAJ. GEN. MUIR S. FAIRCHILD
Vice Chief of Staff
United States Air Force



GENERAL HOYT S. VANDENBERG
Chief of Staff
United States Air Force



←
**MAJ. GEN. WILLIAM F. Mc-
KEE**, Assistant Vice Chief
of Staff, U. S. Air Force



→
MAJ. GEN. HUGH S. KNERR,
Inspector General and
Secretary General, Air
Board, U. S. Air Force



←
COL. EDWARD E. TORO, Air
Adjutant General (Act-
ing), U. S. Air Force



→
COL. HAROLD R. MADDUX, Sec-
retary of the Air Staff,
U. S. Air Force

HEADQUARTERS STAFF TEAM



LT. GEN. HOWARD A. CRAIG,
Deputy Chief of Staff,
Materiel



LT. GEN. LAURIS NORSTAD,
Deputy Chief of Staff
Operations

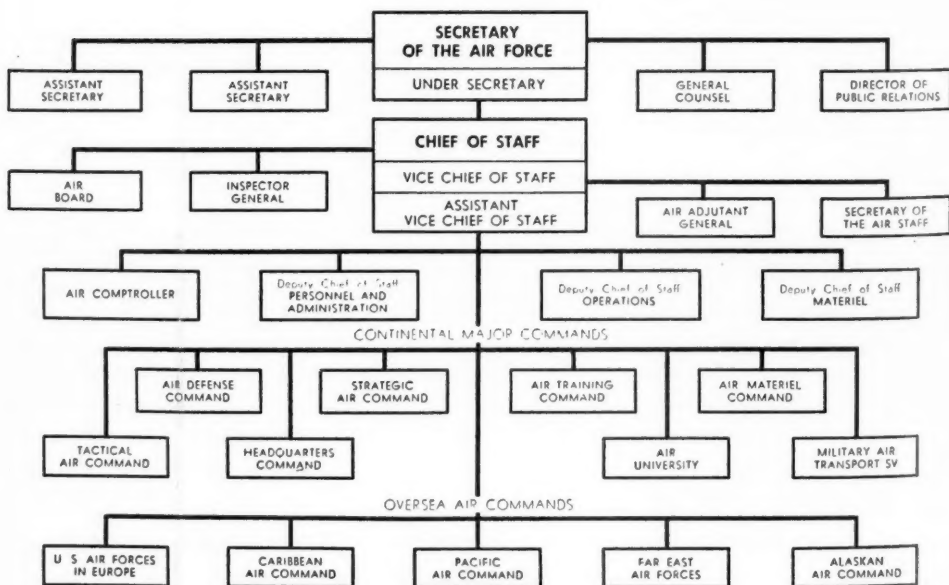


LT. GEN. IDWAL EDWARDS
Deputy Chief of Staff, Per-
sonnel & Administration



LT. GEN. EDWIN W. RAW-
LINGS, Air Force Com-
ptroller

THE AIR FORCE TEAM



THE COMMAND TEAM

Continental



**LT. GEN. GEORGE E. STRATE-
MEYER, CG, Air Defense
Command**



**GEN. GEORGE C. KENNEY, CG,
Strategic Air Command**



**BRIG. GEN. BURTON M.
HOVEY, CG, Headquarters
Command**



**LT. GEN. ELWOOD E. QUE-
SADA, CG, Tactical Air
Command**



**LT. GEN. JOHN K. CANNON,
CG, Air Training Com-
mand**



**MAJ. GEN. ROBERT W.
HARPER, Commandant, Air
University**



**GEN. JOSEPH T. McNARNEY,
CG, Air Materiel Com-
mand**



**MAJ. GEN. L. S. KUTER, Com-
mander, Military Air
Transport Services**

THE COMMAND TEAM

Overseas



LT. GEN. CURTIS LEMAY, CG,
United States Air Forces
in Europe



LT. GEN. E. WHITEHEAD, CG,
Far East Air Forces



MAJ. GEN. WILLIS H. HALE,
CG, Caribbean Air Com-
mand



MAJ. GEN. RALPH H. WOOTEN, CG, Pacific Air Com-
mand



MAJ. GEN. JOSEPH H. ATKINSON, CG, Alaskan Air
Command

This pictorial section and the diagram (page 34) are designed to show the interrelationships of elements of the Air Force Team. While indicating functional relationships, it does not depict agencies and subdivisions of the principal groupings shown.

The first three Continental Commands (at left in the diagram) include field forces of the Air Force in the United States. The Air Defense Command is composed of fighters, interceptors, and night fighters (six numbered air forces). Under the Strategic Air Command are the heavy bombers and escorts (two numbered air forces). Under the Tactical Command are the medium and light bombers, escort fighter-bombers, and troop carrier transports (two numbered air forces).

The Oversea Commands also include operational air forces according to need. Not shown in the Oversea Command Team is the position of Lt. Gen. Nathan F. Twining, USAF, Commander in Chief, Alaskan (unified) Command. His position in the unified commands is depicted in "The Army Team." (See March 1948 DICAST.)

★ All pictures in this section are U. S. Air Force photographs ★

LEARNING ABOUT JOINT OPERATIONS

Prepared by a member of THE DICAST staff, based on a visit to the Armed Forces Staff College and an interview with Brig. Gen. Clyde D. Eddleman, Deputy Commandant.

EVERY five months, a "dream staff" for a joint operation assembles at the Armed Forces Staff College, Norfolk, Virginia. Approximately 150 student officers (50 each from the Army, Navy, and Air Force)—all of them under 42, with superior records and proved potentiality for high command and staff duties—live, study, and work together. For 21 weeks, they acquire an understanding and appreciation of their sister services, while learning the intricate techniques of large-scale joint operations.

In some respects, the students contribute as much to the book as they learn from it; for many of them held responsible command and staff positions in the joint operations of World War II. Several of them learned the techniques of land-sea-air operations the hard way, in the Pacific islands, in the Mediterranean, or in the invasions of Africa and Europe.

The difficulties encountered in World War II made it clear that a high-level military college was needed to train officers in planning and executing this type of warfare. Accordingly, the Joint Chiefs of Staff directed the establishment of the Armed Forces Staff College, to bridge the gap between the unilateral service schools and the top-level coordinated policy planning taught at the National War College. The College, which opened in August 1946, is under the direct supervision of the Joint Chiefs of Staff, with the Chief of Naval Operations charged with its operation. The staff and faculty consists of the Commandant (Air Force); two Deputy Commandants (Army and Navy); the Senior Adviser (Air Force); the Secretariat; and members of six academic divisions—representing, about equally, the Army, Navy, and Air Force.

Everything about the location and facilities of the College suggests the three-service viewpoint. Warships ply the neighboring waters; for here is the Hampton Roads Base of the Atlantic Fleet. Air Force and Navy planes roar overhead; for Hampton Roads Naval Air Station is nearby, and across the bay is the Air Force Tactical Air Command Headquarters at Langley Air Force Base. Headquarters, Army Field Forces, is at nearby Fort Monroe; and the Navy's Amphibious Training Command is at Little Creek, a few minutes' drive from the College. Next door to the school is the huge Norfolk Naval Operating Base; and lining each side of the bay are the famous Norfolk and Newport News shipyards.

Within the College grounds, each building bears the name of an historic World War II joint operation. A student may leave his quarters at Kwajalein Apartments and walk down Morotai Street past Normandy Hall, the headquarters building, to his office in Tarawa Hall. The student offices—two-man rooms equipped with desks and filing cabinets—almost invariably are shared by officers of different services. Among more than 150 documents issued to each student upon his arrival are publications of the Army, Navy, Air Force, Coast Guard, and other Government agencies. An Army officer soon becomes accustomed to such nomenclature as NAVPERS and NAVSANDA, while the Navy officer quickly learns what to expect in an AR, a D/A Cir, or an FM. All guard details are handled by a crack Marine detachment.

The five-month course embraces: (1) characteristics, organization, and employment of the Army, Navy, and Air Force; and the relation of those factors to each other; (2) joint staff techniques and procedures; (3) trends in new weapons and scientific developments, and their effect upon joint operations; (4) the organization, composition, and functions of theaters of operation and major joint task forces; and the strategical, tactical, and logistical responsibilities of their commanders; and (5) the preparation of plans for amphibious and airborne operations involving employment of joint forces.

Instruction is divided into three phases: (1) the background phase, covering the characteristics, capabilities, and limitations of the tools of war used by the various services—weapons, transportation, equipment, and the like; the techniques peculiar to each; and the relationships among them necessary for a sound basic understanding in joint planning; (2) the organization, composition, and functions of a theater of opera-

tions; and (3) the conduct of joint oversea operations, and the preparation of plans for amphibious and airborne operations.

Classes are conducted in a practical, down-to-earth fashion. There are no grades or examinations. It is realized that the book on warfare never is completely written, that there is no final "approved school solution" in joint operations. Instruction is given through lectures, conferences, committee studies, and demonstrations. Civilian and military experts in specialized fields are guests speakers; and students enter freely into discussions following their lectures. Coming out of such a session, one eminent scientist wiped his brow and observed: "Those men ask some pretty tough questions!"

Visits to neighboring installations are frequent—usually on Saturdays during the first six weeks of the course—and have included short demonstration cruises on battleships, carriers, and submarines. Normally, the entire student body spends a week at the Infantry School, Fort Benning, and at the Air Force Proving Grounds, Eglin Field, attending air, airborne, and ground demonstrations.

Each student prepares a thesis, or monograph, on a subject



Official U. S. Navy Photo.

Brigadier General Clyde D. Eddleman, United States Army, is Deputy Commandant, Armed Forces Staff College.

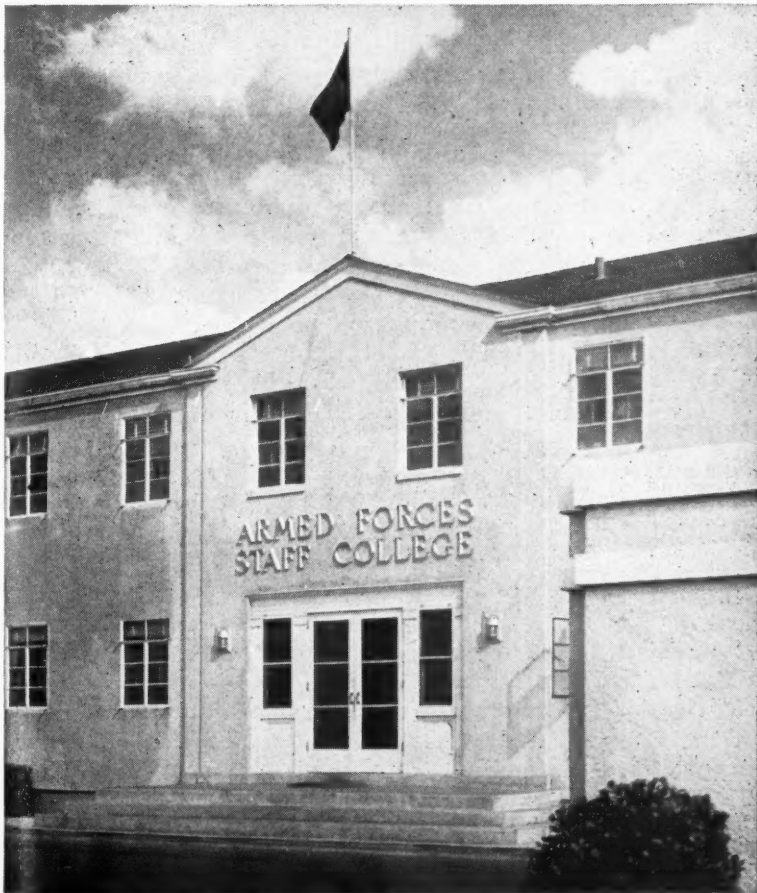
of current or future military, scientific, geographical, or economic interest. He may select from a list of 140 suggested titles, or may propose a title of his own. Subjects may be as specific as "Employment of the VT Fuze," or as broad as "The Truman Doctrine and Its Possible Effect on Future Joint Operations." In the current class, one officer each from the Army, Navy, and Air Force are collaborating on "Standardization of Administrative Language in the Armed Forces." A list of completed monographs is circulated throughout the Armed Forces, particularly among other service schools. Calls for them have been frequent and widespread; and recently the Department of the Army requested 40 of the monographs for study.

The seminar plan is used extensively. During the first fifteen weeks, the class is divided into ten committees of fifteen students, with frequent rotation. Membership of each committee is divided among Army, Navy, and Air Force; and among the specialists in the three services. A faculty member presides. Eight major topics are covered by the committees during this period, with all committees considering the same topic simultaneously.

The first three seminars are orientation studies on the three services. The seminar on the Army, for example, includes a session on overall Army organization, to assure that the Air Force and Navy members are speaking the same language as their Army colleagues. In the two subsequent seminars, Navy and Air Force problems are considered similarly, so that each participant becomes familiar with the problems and techniques of all three services.

The lectures, seminar studies, field trips, and demonstrations of the first fifteen weeks come to a hectic climax during the last six weeks of the course, when the graduation project is worked out. The faculty assigns a realistic practical problem in theater and joint oversea operations. The general situation is described; the mission is given; and the available men and materiel are prescribed. The students take it from there. The entire class is divided into a Theater Staff, a Joint Task Force Staff, an Army Staff, a Fleet Staff, and an Air Force Staff. Every aspect of the operation must be worked out in all its ramifications by these staffs. They must decide, first, what type of operation is required—whether it should be predominantly Army, Navy, or Air Force; and whether an amphibious or an airborne operation would serve best. The J-2 and his staff must conduct original research on the area involved, in-

cluding economic, political, and psychological characteristics of the people, as well as tactical and strategic data on ports, beaches, airfields, highways, communications, and so on. This may require writing all over the country for documents not available in the College library. Similarly, the J-1 and his corresponding numbers on lower staffs must determine personnel policies and needs; while the J-4 prepares logistical requirements. In one case, when the student staffs decided that not enough men and materiel were being provided, they went to the faculty (which acts as a sort of Joint Chiefs of Staff in this project) and demanded more.



Official U. S. Navy Photo.

Normandy Hall, administration building of the College.



U.S.A.F. Photo.

Students observing a demonstration by the Ninth Air Force at Greenville Air Force Base.

Throughout these six weeks, there is considerable weighing of pros and cons, the same deliberative judgments that one would expect on an actual operation of similar magnitude. Command decisions are made; and during the final week the entire plan is presented—complete with maps, charts, estimates, terrain studies, and other data—by the various staffs. This is followed by a faculty critique and open discussion.

The nerve center of the school, particularly during the last six weeks of each course, is the library, where more than 25,000 classified documents and nearly 80,000 technical books and publications are on file. A microfilm section contains complete operations reports on major World War II campaigns. Each student receives a reading list prior to his arrival and is advised to cover as much of it as possible before coming to the school. This list includes 16 required books and nearly 80 additional suggested titles. Approximately 200 new titles a week are added to the library; and around 450 items a week are checked out—an average of three to a student.

Perhaps one of the greatest values to come from the College is a by-product—the intimate and congenial inter-service social contacts of officers and their families on the post. Most of the officers have their families with them. Wives enjoy daytime social activities together; and a club dance is held every Friday. Even the children of students and faculty members—currently about 260, ranging from a few months to college age—learn inter-service cooperation on the playgrounds and in the nursery school. Each of the 11 apartment buildings on the post con-

tains 16 apartments; and families are assigned without regard to service or rank, the size of the apartment depending entirely on the size of the family.

A questionnaire on the College is given to each student before graduation; and many revealing suggestions have come from these. A recurrent theme is that the course is excellent, but that there is not enough time in which to do everything. Fifty-three per cent of the second class thought the curriculum was too intensive; yet, at the same time, scores of additional subjects were recommended for inclusion. Extension of the course to nine or twelve months frequently is suggested.

Selection of students is handled differently by each of the services. Army and Air Force students are selected from among Regular officers, or non-Regular officers in Category I, with the following qualifications: a minimum of eight years of commissioned service (may include commissioned service in civilian components); a general efficiency rating of superior; graduation from the Command and General Staff College, or its equivalent in experience. Applicants for Navy quotas, including officers of the Marine Corps, currently are chosen by a special selection board, from line and staff officers of the Naval Academy classes of 1930 to 1938 inclusive, and officers of corresponding rank transferred to the Regular Navy.

The course at the Armed Forces Staff College provides an initial program of integrated instruction in joint operations, and accomplishes the mission assigned to the College by the Joint Chiefs of Staff: "to train selected officers of the Armed Forces in joint operations."



Seminar session.

Official U. S. Navy Photo.

MONEY -- WHEN YOU TRAVEL

By

LIEUTENANT COLONEL W. LeROY BATES

WHENEVER he travels on official orders, an officer or enlisted man of the United States Army need be put to no personal travel expense, provided he lives moderately. The Government provides his transportation (or reimburses him) and allows him a stipulated amount to cover other necessary personal expenses. Under certain circumstances, the travel of his dependents and the shipment of his household goods is at Government expense. Travel is paid out of Department of the Army funds, allocated to staff agencies and commanders; and a military person technically travels on Department of the Army business.

Officers' Travel

Officers traveling on official business may be paid in one of three ways: (1) according to mileage, (2) by reimbursement of actual expenses not exceeding \$8.00 a day, or (3) by a flat per diem allowance not exceeding \$7.00 a day, plus transportation—either in kind or by reimbursement. The method of payment is determined by the type and method of travel. The transportation part of travel may be covered by a transportation request, which involves no reimbursement.

PERMANENT CHANGE OF STATION. Except when travel is directed by commercial air or is performed by Government plane or by Government or commercial ship, officers traveling on a permanent change of station are entitled to mileage at the rate of eight cents a mile for the distance between the old and new permanent stations. All distances are computed by the shortest usually traveled route.

LIEUTENANT COLONEL W. LeROY BATES, FD, is Chief, Transportation and Commercial Accounts Branch, Receipts and Disbursements Division, Office of the Chief of Finance, Department of the Army.

In cases where temporary duty en route is directed, and where a per diem allowance is prescribed in the order, the officer is entitled not only to transportation but also to a per diem allowance for the time required to travel by the shortest usually traveled route and for the period of temporary duty.

Where travel orders direct that a permanent change of station be performed either by Government or commercial airplane, a per diem allowance of \$7.00 for the required travel time is the only authorized reimbursement. Officers who elect to utilize a Government airplane for their travel are not entitled to mileage but are entitled to per diem for the period of travel.

Where travel is performed by water—either by commercial or Government ship—on a permanent change of station, only actual and necessary expenses are allowed. Where the travel is performed in the Philippine or Hawaiian Archipelagos, however, or between the United States and Alaska, mileage is the authorized form of reimbursement.

On orders which direct a permanent change of station and do not direct a specific mode of travel, the officer may travel by commercial air transport or otherwise and be paid mileage for the shortest usually traveled land route between duty stations, excluding travel over water.

Mileage at the rate of eight cents a mile is not payable for travel performed outside the United States and Alaska, except between Alaska and the United States and in the Philippine and Hawaiian Archipelagos.

If an officer in mileage status buys his own transportation, rather than using a transportation request, he is reimbursed at the rate of eight cents a mile. Or he may obtain a Government transportation request for rail or bus transportation and have a deduction of three cents a mile made from the mileage allowance of eight cents a mile. The traveler in mileage status may purchase his own Pullman accommodations, but this cost is not reimbursable by the Government.

When the permanent station of an officer is changed while he is on leave of absence, he is entitled to mileage from the place where he received the order to his new permanent station, not to exceed the distance from the old to the new station.

TEMPORARY DUTY. Officers traveling on temporary duty normally are entitled to an allowance of \$7.00 a day plus transportation. This per diem is designed to cover cost of subsistence and lodging, tips to waiters and hotel employees. The \$7.00 does not include taxi fares, tips to Pullman and station

porters; but these, within limits, are repaid by the Government. Nor does the \$7.00 a day include first class transportation or Pullman accommodations, to both of which the officer is entitled at Government expense.

Where Government quarters are occupied while on temporary duty a deduction of \$3.00 is made from the \$7.00 per diem. In cases where the period of temporary duty is of a prolonged nature, the following diminishing schedule applies:

	<i>No Govt. Quarters Occupied</i>	<i>Govt. Quarters Occupied</i>
1st to 30th day	\$7.00 a day	\$4.00 a day
31st to 60th day	\$4.00 a day	\$2.00 a day
61st day to end of duty	\$2.00 a day	Nothing

Where temporary duty is in excess of 24 hours, a full \$7.00 is allowed for the day of departure, regardless of the hour. If, during the temporary duty, however, Government quarters are occupied, a \$3.00 deduction is made for quarters; and a full per diem less \$3.00 for quarters is allowed for the day of return to permanent station.

Periods of temporary duty of 24 hours or less are computed at the rate of \$7.00 per diem, based on the number of 6-hour periods or fraction thereof that the officer is away from his permanent station. There is no per diem allowance for travel by Government aircraft or by Government automobile where the round trip is completed within a 10-hour period of the same calendar day—or where the travel is wholly between the hours of 0800 and 1800 or between 1800 and 2400 of the same day. Necessary transportation costs are reimbursable, however, and if travel is by privately owned conveyance, reimbursement is authorized at the rate of three cents a mile.

Officers on temporary duty at service schools where Government quarters are available are not entitled to a per diem allowance. Where Government quarters are not available, however, they are entitled to \$4.00 a day for the first 60 days and \$2.00 a day thereafter, until completion of the temporary duty at the school.

Officers traveling in a per diem status are entitled to first class transportation and Pullman accommodations. These usually are furnished on a Government transportation request; or, if Government transportation requests are *not* available, they may be purchased by the officer, who will be reimbursed at

the rate of three cents a mile, or for the actual cost of transportation including tax. However, if the officer elects to buy his own transportation, even though transportation requests are available, he will not be reimbursed for the tax. When traveling by privately owned conveyance in per diem status officers are entitled to a three cents a mile transportation allowance.

Officers traveling in a per diem status are entitled to taxi fares from home or office to station on departure, and from station to office or hotel on arrival at a temporary duty station. On completion of the temporary duty, taxi fares are allowable in the reverse order. Such officers also are entitled to station porter fees, tips to Pullman porters not in excess of 50 cents a day, transfer and checking of baggage, and cost of official telephone or telegraph messages.

Enlisted Travel

Enlisted men and women are entitled to monetary allowances in lieu of subsistence and quarters while traveling and on temporary duty away from their permanent stations. These allowances are \$3.00 a day for subsistence and \$2.00 a day for quarters. The exception is when meals are furnished in railroad dining cars or dining rooms on steamships. In such cases, \$1.25 is allowed for each meal. If only one meal is taken in a day, the quarters allowance for that day is \$1.75; if two meals are taken, the allowance for quarters is \$1.50; and if three meals are taken, the allowance for quarters is \$1.25. The total allowances for any one day may not exceed \$5.00, except when traveling by air or on duty with the National Guard. When an enlisted man's temporary duty away from his permanent station is in excess of 31 days, the allowances are reduced to \$2.25 a day for subsistence and \$1.25 a day for quarters.

The allowances for quarters and subsistence to enlisted personnel are payable only when Government quarters and messing facilities are not available and furnished.

AIR TRAVEL. When enlisted personnel travel by air they are in a per diem status, as distinguished from a monetary allowance status. They are entitled to an allowance of \$7.00 a day for periods required to perform the travel by air, including delays en route caused by weather conditions or malfunctioning of the aircraft. Upon arrival at a temporary duty station, enlisted personnel revert to the monetary allowance

of \$3.00 for subsistence and \$2.00 for quarters. Enlisted personnel who obtain meals from a Government mess while in an air travel status are required to pay 35 cents in cash for each meal. Where Government quarters are furnished the per diem is reduced to \$4.00.

NATIONAL GUARD DUTY. Enlisted personnel traveling on duty with the National Guard are entitled to a per diem allowance of \$7.00 a day. The same conditions govern, and the same table of diminishing allowances, as for officers traveling in a per diem status. When attending summer training camps of the National Guard, however, the specific rates applicable to such periods are those prescribed annually by the Chief, National Guard Bureau.

GENERAL. Enlisted personnel are entitled to taxi fares from home or office to station, and from station to home or office on going and return from temporary duty travel, whether in a monetary allowance or a per diem status, the same as for officers.

Enlisted personnel, while traveling, are entitled to transportation in kind; or they may be reimbursed at the rate of three cents a mile when they procure their own transportation by rail or bus or if they use a privately owned conveyance.

Payment of monetary allowances up to \$5.00 may be made to enlisted personnel in advance, for not more than one month, for travel in the United States; and for not more than three months to enlisted personnel proceeding to or from a station beyond the continental limits of the United States or in Alaska.

Travel of Dependents

Officers and enlisted personnel of the first three grades are entitled to Government-furnished transportation of their dependents when ordered to make a permanent change of station. Officers of the Organized Reserve Corps or National Guard, when ordered to active Federal duty, other than training duty, are entitled to transportation of their dependents from their homes to first duty stations and, upon relief from active duty, to like transportation from their last duty stations to their homes. Likewise, enlisted members of the civilian components in the first three grades are entitled to transportation of their dependents upon relief from active duty.

This transportation may be furnished by the issuance of a transportation request; or reimbursement may be made for land travel at the rate of four cents a mile for adults and

children 12 years of age or older, and at the rate of two cents a mile for children from five to 12 years of age. No reimbursement is authorized for transportation of children under five years of age.

Transportation of dependents to or from the United States will be by Government transport, if such transportation is available. This will be determined by the Chief of Transportation, to whom the authority was delegated by the Secretary of War. Where Government transportation is not available, travel of dependents by commercial surface vessel or air may be authorized; and, if transportation is not covered by a transportation request, reimbursement is authorized in an amount not exceeding the cost of such transportation to the Government. Claims for reimbursement for sea travel must be submitted to the General Accounting Office for settlement, since disbursing officers of the Army are not provided with tariff rates.

Officers and enlisted personnel of the first three grades sometimes are ordered to make permanent changes of station to points outside the United States, where, for military reasons, their dependents are prohibited from accompanying them. During the current emergency and for six months thereafter (that is, currently, so far as this provision is concerned) these officers and enlisted men are entitled to transport their dependents at Government expense to any point in the United States they may elect, and later to transport them at Government expense to a duty station where the restrictions do not apply.

Shipment of Household Goods

Officers and enlisted men of the first four grades are entitled to the shipment of their household goods, within their weight allowances according to grade or rank, under the same conditions as set forth for transportation of their dependents.

ARMY PERSONNEL MANAGEMENT

Twenty articles on personnel management, which have appeared in THE DIGEST, have been selected by the Director of Personnel and Administration, General Staff, for reprint in pamphlet form. This 96-page pamphlet is available on request to the Editor, Army Information Digest, Army Information School, Carlisle Barracks, Pa.

SERVICE CLUBS -- THE SOLDIER'S HAVEN

By

COLONEL E. C. JOHNSTON

THE Service Club—at posts, camps, and stations in the zone of interior, and at central locations overseas—is the soldier's real haven, the place where he most frequently finds his recreation after duty hours. Whether in Germany, Austria, Trieste, Korea, Japan, Guam, the Marianas, the Philippines, the Antilles, Alaska, or Hawaii, the Service Club represents to the soldier off duty all the attractions of the corner drug store, the neighborhood bowling alley, and the front porch and living room of his home. Here he can chat with his friends, write a letter, read a favorite magazine or book, listen to the latest records, play a game of table tennis, have a bite to eat at the snack bar, or just visit with the club director. The club often houses a hobby shop for the man who likes to work with his hands, a darkroom where the amateur photographer can experiment, a library, and a music room.

Service Clubs, Recreation Hotels, and Rest Centers are operated by Army or Air Force Special Services. American women, civilian employees of the Department of the Army, arrange a wide variety of entertainment and recreation to make the life of the serviceman away from home a pleasant one during his off-duty time.

Scattered across the length and breadth of the European Command are 100 Army Service Clubs, operated by Special Services and staffed by approximately 400 club directors and recreational directors. Similar clubs have been opened in Trieste for United States troops. Dotting the Far East Command are more than 100 Service Clubs, 25 Recreational Hotels, 4 Leave and Rest Centers, and 3 Information Centers. Approximately 600 carefully selected American women employees serve as

COLONEL E. C. JOHNSTON, Cav, is Deputy Chief of Special Services, Department of the Army.

club directors, assistant club directors, or recreational directors at these clubs and centers, ranging from Japan and Korea to the Philippines, Ryukyus, Marianas, and Bonins Islands. In Alaska, the Antilles, and Hawaii, other Army and Air Force Service Clubs are in operation. In the United States, virtually all posts, camps, and stations have one or more Service Clubs for enlisted personnel.

"The soldier who frequents his Service Club or Recreational Center and uses its facilities constantly will be a better soldier mentally, morally, and physically because of doing so," declares Major General Russel B. Reynolds, Chief of Army Special Services. "Men who take advantage of such opportunities and who engage in athletics and other Special Services activities will find little time to get into mischief away from home, and their families may rest assured that they will be living clean, wholesome lives while in the service."

The Office of the Chief of Special Services, which supervises recreational and welfare services within the Army—including recreational athletics, Soldier Shows, music, entertainment, motion pictures, hobby shops, library and Army exchange services—is engaged in the continuous recruitment of qualified recreational workers, to fill requisitions from oversea commands.

During the past year, thousands of applicants have been interviewed. Of these, approximately 600 trained, experienced recreation specialists between the ages of 25 and 40 years were recruited for duty in the Far East and European Commands. With approximately 1000 presently employed overseas, it is estimated that at least 50 highly qualified recreation specialists must be recruited each month to furnish replacements for those completing their contracts and returning to the States.

Women who have had two or more years' experience in arts and crafts, music, dramatics, playground work, or as USO or Red Cross paid full-time recreational workers, are particularly desired. Contracts are for one or two years, depending on location. Salaries, now paid from non-appropriated funds, range from \$3000 to \$4000. Living expenses are low; and Service Club personnel are accorded the same privileges as military personnel, including buying at Army exchanges.

The Service Club director or recreational director must be a combination of recreational technician, business woman, psychologist, and entertainer. She must be on duty four evenings

a week, in addition to her daytime duties. Recreational directors at Leave and Rest Centers and Recreational Hotels assist the special services officer in planning and promoting such activities as golfing, skiing, sailing, ice skating, swimming, horseback riding—activities that are not ordinarily a part of a Service Club program in the States. .

Army and Air Force Service Clubs have come a long way since 1919, when the first 13 Army hostesses were assigned to "Hostess Houses" at Army posts in the United States, the Philippines, Hawaii, and the Panama Canal Zone. In 1923, an Act of Congress authorized "Army hostesses" to be paid with appropriated funds, and \$30,000 was allocated "for the conduct and maintenance of hostess houses (including the salaries of hostesses)." In 1941, 100 Army hostesses were selected and employed as directors and recreational technicians for enlisted men's Service Clubs in the new Army camps. By 1942, there were 430 Army hostesses on duty at 244 Service Clubs. By 1944, approximately 1000 Army hostesses were employed in the United States, Hawaii, and Puerto Rico.

The first 14 Army hostesses—the title formerly applied to Service Club directors and recreational directors—arrived in France in December 1944 to staff the Allied Expeditionary Forces Club in Paris, along with French and English hostesses. After the cessation of hostilities, United States Army Service Clubs and Recreation Centers were opened as rapidly as possible to supplement the work of the American Red Cross clubs, which had been established as a wartime measure under an agreement with the Army. The American Red Cross continued to operate most of the service clubs and recreation centers in the Far East Command, and a number of clubs in the European Command, until 1 July 1947. At that time, the War Department and the American Red Cross agreed that the gradual closing of all overseas Red Cross clubs would be completed by 31 March 1948.

Today, all American Red Cross clubs, which during the war and postwar periods functioned as the sole civilian recreational service with United States troops in foreign theaters or commands, have been closed or transferred to the Army or Air Force. Recreational directors, wearing the distinctive rainbow spectrum shoulder patch, have replaced American Red Cross workers in the service club program overseas.

For the younger men in today's Regular Army, particularly

those in the 18 to 21 age bracket, the adjustment to military life is smoothed by a varied program of social activities. Ingenious recreational directors constantly are thinking up unique and special events, to supplement and enliven regular programs for soldiers and their dependents. At the Eagle Club in Wiesbaden, Germany, the recreational director staged an Easter bonnet contest. A flower-pot arrangement of real flowers, worn as a hat, took one of the prizes. The same club has a model train shop for model train enthusiasts. At Casual Corners Service Club, Marburg, Germany, a weekly quiz on famous personalities has proven popular. Table tennis tournaments; music-listening hours, with coffee and doughnuts served free; and weekly floor shows and dances are featured. Throughout the week, an orchestra satisfies the musical tastes of the men and plays request tunes. Touring Soldier Shows, sponsored by Special Services, are presented frequently.

Many Service Clubs bear colorful titles—"Bavarian Retreat," "Holiday Inn," "Whispering Pines," "The Hornet's Nest," "The Corral Club," "Club Relaxation," "The American Way," "Sky-rider," "Dun Roamin," "Merry Go Round," "The Hitching



Official U. S. Army Signal Corps Photo

Soldiers and recreational directors at a ceremonial tea demonstration in the Yokohama Service Club.

Post," "Wolf Hounds' Den," "Top Hat." But it's what they do that is important.

Monday night buffets, featuring food "like Mom fixes at home," are specialties at the American Way Club in Munich. The At Ease Club in Bremen celebrated its inauguration as a Special Services Club with a buffet dinner and dance and a Soldier Show performance for the several hundred guests. Theater parties, organized tours to places of interest, and afternoon parties for children often highlight Service Club activities. Similarly, in the Far East and Pacific areas, there is not a dull moment for soldiers and their dependents who use the clubs.

Nor is there any dullness in the lives of the recreational directors. If, in the opinion of the soldiers, their programs are not top-notch, they soon hear about it, and work all the harder to provide the type of activity desired. One new recreational worker getting her Service Club program started in Japan found a note in the suggestion box: "Please put some variety in your Saturday night variety show." That Saturday the desired program was in full swing. The next day, there was a note expressing enthusiastic appreciation in the suggestion box; it concluded with a rhapsodic plea for a date!



Official U. S. Army Signal Corps Photo

Club programs are carefully planned in advance.

RAISING OFFICERS' EDUCATIONAL LEVELS

By

LIEUTENANT COLONEL THOMAS J. O'CONNOR

A NEW educational program designed to meet the needs of certain Regular Army officers is being initiated by the Department of the Army. The objective is to raise the educational level of all Regular Army officers to at least the equivalent of two years of college, the current minimum standard for appointment.

While the majority of Regular Army officers are college graduates, the formal schooling of many officers integrated into the Regular Army was interrupted or deferred because of military service. In selecting for integration officers who had demonstrated military proficiency during wartime service, no arbitrary educational requirements were imposed, and even officers lacking full high school education were appointed because of their outstanding combat records. It is estimated that approximately 2500 of the new Regular Army male officers are below the desired educational level. While their educational deficiencies may not handicap them in their present assignments, these officers need broader educational background for the training they will receive at service schools.

The new program provides opportunities for Regular Army officers to raise their educational levels while performing their military duties. The existing framework of the Army Education Program will be utilized. The on-the-ground counsel of local troop information and education officers constitutes the backbone of the program. Enrollment in the program is voluntary and must be initiated and pressed to its conclusion by the officer himself. Commanders in all echelons are encouraged

LIEUTENANT COLONEL THOMAS J. O'CONNOR, GSC, is Chief, Military and Civilian Educational Branch, Career Management Group, Personnel and Administration Division, General Staff, United States Army.

to stimulate an interest in the programs and to urge the completion of courses undertaken by officers in their commands.

To satisfy the program requirements, an officer must have either a prescribed number of academic credits or a demonstrated equivalent knowledge, based on completion of a Co-operative General Culture Test (college sophomore level).

Each Regular Army officer who is below the two-year college level will be advised to register, with his local troop information and education officer, his previous formal education, Army credits, and any courses completed by correspondence. Upon registration, the officer will state whether he wishes to take the test at once or make up courses in which he may be deficient. The local TI&E officer will estimate the educational level of the officer and will then forward the application form to the Program Coordinator in the Office of the Chief, Career Management Group, Personnel and Administration Division.

The Coordinator—a professional Army officer, rather than a professional educator—is concerned primarily with qualifying officers for the performance of military duties. He will prepare in duplicate a Progress Card, showing the officer's previous formal education and an evaluation of all supplementary courses. The Progress Card also will include the Coordinator's recommended program of courses to bring the officer up to the two-year college level. These recommendations are a guide for overall requirements, rather than a specific course of action.

The Coordinator will return the duplicate copy of the Progress Card direct to the officer. It is then the responsibility of the officer to take the initiative. The local TI&E officer is prepared to assist him in drawing up a detailed program in consonance with the recommendations of the Coordinator.

As each course is completed, the end-of-course test will be administered by the local TI&E officer, or by a college official. The grade will be recorded on the officer's Progress Card, and indication of successful completion will be forwarded to the Coordinator for entry on the duplicate Progress Card.

From time to time, the Coordinator will review each officer's Progress Card and, when indicated, will recommend to the officer a modification or amplification of his program. When an officer has met all requirements of the program—either by successful completion of the prescribed test or by a transcript of grades from an accredited college—the test score or the number of semester hours of credit earned will be recorded on the Officer's Qualification Card (AGO Form 66).

PROTECTING CAREERS OF CIVILIAN EMPLOYEES

By

MATTHEW R. GRAY *and* WALTER F. MEYER

SINCE VJ day, although the Department of the Army and the Department of the Air Force have separated more than one million civilian employees and reemployed more than seventy thousand World War II veterans, maximum job security has been provided for career employees. Few personnel management problems have been more complicated than those faced in switching to postwar operations with minimum interruption of work, maximum solicitude for the welfare of employees, and strict adherence to the Veterans' Preference Act, Civil Service regulations, and Federal employment policies.

Until the end of 1945, each headquarters, post, camp, and station was held responsible for carrying out the War Department's obligation toward veterans and career employees. But with the closing of hundreds of installations and the consolidation of many supply activities, it became obvious that some degree of centralization was needed. The War Department therefore adopted a plan of employment coordination, known as "monitoring." Six Area Boards of Employment Coordination were set up in April 1946, composed of members representing the Office of the Secretary of War, the Air Forces, and the Administrative and Technical Services.

Each Area Board is responsible for protecting the rights of veteran and career employees within a specific group of states. Each has the delegated authority to direct the reemployment or transfer of a specific employee, including advancement in grade or displacement, where necessary. Members of the Board,

MATTHEW R. GRAY, *Field Representative, and WALTER F. MEYER, Chief Placement Officer, Area Board of Employment Coordination, are on duty in the Washington Field Office, Civilian Personnel Division, Office of the Secretary of the Army.*

or their representatives, have authority to inspect all installation records, examine positions, interview employees, and verify reports. With this information, it is possible to determine an individual's rights and capabilities in terms of existing positions. If displacement occurs, the displaced employee may be referred to an appropriate position held by an employee in a lower retention bracket. This is the Department's monitoring system. The basic policies are:

a. Employees with competitive Civil Service status and veterans' preference, during the first year of reemployment following military service, are entitled to positions anywhere within the United States.

b. After the first year of service, these employees (as well as all other competitive status employees) are entitled to positions held by employees in lower retention brackets anywhere within the area under the jurisdiction of the Area Board.

c. Veteran employees who do not have Civil Service status, however, can replace only non-veteran employees who do not have Civil Service status—and only within the commuting area.

d. Displaced Air Force employees are monitored only to Air Force installations, and displaced Army employees only to Army installations.

The backbone of the monitoring system is the principle that an individual's qualifications must be matched against the requirements of a position.

Since 1946, the Area Boards have handled 51,500 cases of status employees and veterans who had employment rights with the Army or the Air Force. Fifty-six per cent of those applying for placement service were given positions, or were retained by the installation, or refused to accept a reasonable offer of a position. In only 22,500 cases, or 44 per cent, were eligible employees finally separated because no position for which they were qualified existed in their Area. The number of veterans employed, according to the latest figures, is 173,687.

The out-placement activities of the Area Boards have resulted in outside placement of many employees separated as a result of reductions in force. During the period when separation of employees was greatest, the Boards maintained lists of position vacancies in other agencies, oversea areas, and private industry. This information was made available to all employees who were separated; personnel interviews were arranged; and applications were judiciously circulated. As a result, practically all were able to find suitable work.

OUR MILITARY REQUIREMENTS -- II

Extracts from testimony by the Secretary of Defense, during April 1948, to committees of the Senate, pertaining to the overall requirements for a balanced military establishment. Initial presentations of our military requirements—including Selective Service and Universal Military Training—appeared in extract form in the ARMY INFORMATION DIGEST for May 1948.

Secretary Forrestal:

FACTORS IN A BALANCED MILITARY ESTABLISHMENT

The term "balanced military establishment" does not mean, man-for-man, an equal-sized Army, Navy, and Air Force. To the contrary, a balanced military establishment must be made up of properly proportioned elements from each Service to accomplish the assigned objectives.

Any future war will employ *all* members of the combat team: the Army, Navy, and Air Force. In sustained modern combat, none of the Armed Forces will operate independently. The Air Force will frequently play the predominant role, with the Army and Navy conducting operations to facilitate the effective use of the air weapon. Then there may be situations in which the Navy or the other two Services "run interference."

Defense against an enemy assault in a future war will not be solely in the air. This will be true whether such defense is carried on in the United States, or from our protective bases, or at sea, or whether it be an offensive which strikes back at the enemy homeland and its protective bases. And the conquest of any such aggressor will be accomplished only through an offensive vigorously carried against the enemy at points vital to him, whether within or outside his homeland. Such a vigorous offensive cannot be carried on to conclusive victory by air power alone. To the contrary, victory can be achieved only

by a coordinated effort of the Army, Navy, and Air Force.

The objective of any enhancement of our air power, accordingly, is to increase our *offensive* capabilities, while maintaining an adequate defensive capacity. To defeat any major enemy attacker, we shall need to do more than harass and destroy through long-range bombing missions. We shall need to have more bases, amply secured, nearer and nearer the enemy, from which to strike harder and harder blows and thereby bring any conflict to the earliest termination. Such bases would, in some cases, have to be seized in amphibious operations involving all services, and in all cases would have to be defended against enemy attack, and would have to be supplied across enormous ocean spaces made safe for such supply by Naval task forces, antisubmarine killer groups, and convoy escorts.

An increase in Air Force groups and squadrons (Regular, National Guard, and Air Reserve) would call not only for pilots and air crews but also for ground crews needed to keep the additional aircraft operable. Furthermore, there would have to be additional provision for facilities such as bases, runways, hangars, depots, shops, hospitals, barracks, etc., as well as the requirements for civilian personnel, equipment, and materiel for maintenance and operation

of such facilities. Similarly, there would be increased requirements for the proper storage as well as for the maintenance and operation of the larger number of aircraft.

As General Bradley explained, the Army furnishes logistic support, to a great extent, to the Air Force. An increase in Air Force air groups, and in the related Air Force facilities and equipment, would accordingly necessitate an increase in the number of military and civilian personnel of the Army, as well as an expansion of Army facilities to equip, feed, pay, and house this added Army personnel and provide for the storage and handling of the increased Air Force supplies.

The inherent capabilities of the expanded Air Force cannot be fully realized unless it can be safely deployed upon many oversea bases. As General Spaatz told your Committee: "We must advance our air base areas so that all our air power operating from land bases can be projected against the future enemy in sustained mass operations." To assure in all cases the protection of such bases, and in some cases their seizure, would require that the Army increase its combat, as well as its service, elements. Involved in such augmentation is the creation of added anti-aircraft battalions for use at home, and at ports and bases. General Bradley showed the large ground force complement (375,000) required to hold and to service a typical major air force area located in oversea territory (the Air Force complement of which would be 125,000). [See chart, "Ground Requirements in Support of a Major Airbase Area," p. 56, May 1948 ARMY INFORMATION DIGEST.]

To enable the most effective projection and offensive use of our increased Air Force, there should also be an en-

largement of the Naval arm. Sea-air power has an important mission relative to Naval operations. Naval aviation personnel (air and "ground" crews), facilities, and equipment should be enlarged accordingly. To support the sea-air arm, and to enable the safe transportation, across great sea areas to distant bases, of airplanes, air crews, ground air personnel, gasoline, supplies, equipment, Army combat forces and anti-aircraft units, Army service troops, food, weapons, ammunition, and all the other integrated paraphernalia of modern war, would require a larger Naval establishment—in men, in carriers, in cruisers, in submarines, and in other vessels for protective and amphibious operations. General Bradley estimated that to sustain the operations of one major air base area overseas, when once established, would require the daily safe delivery of 12,500 tons of materiel for the ground forces alone. It would also be necessary safely to supply to the Air Force based there a daily tonnage of ordnance, fuels, and equipment totalling an additional 12,500 tons.

Some increase would be necessary in the number of fast tankers and other ships to be provided by the Maritime Commission, actually to transport overseas to our foreign bases the number of men and the enormous, variegated paraphernalia of modern war, without which no victorious conclusion of a conflict could be attained. For example, to convey from the United States the required daily tonnage to the major air base area overseas, to which General Bradley referred, would involve a minimum of 100 cargo vessels, 22 ammunition ships, and 22 tankers in constant service. These ships do not include those required for the initial movement and the replacement of such fighter aircraft as might have to be transported by sea. Neither do they include the initial convoys required to transport to the base area the personnel, equipment, and materiel required for the construction of the base area.

From a letter from the Secretary of Defense to the Chairman of the Senate Armed Services Committee, 3 April 1948

Secretary Forrestal:

BALANCING OUR ARMED FORCES REQUIREMENTS

On a number of occasions, I have stated that I have not yet either approved or disapproved the 70 group program of the Air Force. Similarly, I have stated that I have not yet either approved or disapproved the Army and Navy programs that will be required if the 70 group program is to have any meaning, in terms of effective striking power. I have emphasized, on each of these occasions, that I was awaiting—and would rely heavily upon—the advice of the Joint Chiefs of Staff.

When I was testifying before the Armed Services Committee of the House of Representatives on 12 April, I said: "Our action in the event of any future enemy assault upon us will employ all members of the combat team—the Army, the Navy, and the Air Force—a combat team made up of properly proportioned elements from every service, all in readiness to accomplish assigned objectives.

"This is the concept of a balanced force to which I have referred on a number of occasions. Obviously, the word 'balance' does not mean that there shall be, man-for-man, an equal-sized Army, Navy, and Air Force. 'Balance' means that all three Services shall be maintained at such size as will best enable them to assist one another, in the accomplishment of their assigned objectives—and this balance rests, in turn, on the strategic plans which the National Security Act directs the Joint Chiefs of Staff to prepare.

"Because of this statutory function of the Joint Chiefs of Staff—and because of the fact that military strategy is both logically and legally a matter for our top military leaders—I shall continue to rely heavily on any recommendations the Joint Chiefs of Staff may make, with regard to the proper composition of a balanced force."

On 14 April the Joint Chiefs of Staff unanimously reported to me, as follows: "Based solely on military considerations, it is the opinion of the Joint Chiefs of Staff that the Administration should advocate a balanced military establishment commensurate with the 70 air

group program for the Air Force. . . . The Joint Chiefs of Staff recognize, however, that the phasing (of this balanced Army, Navy, and Air Force program) must be made responsive to such other factors as the capability of the aircraft industry to expand, the impact of the cost of the program on the national economy, and the calculated risk which can be accepted in the light of changing world politico-military situations."

The following day, on 15 April, the House of Representatives voted funds for the launching of this undertaking. As a military matter, the wisdom of this step cannot be questioned—provided, of course, that the planes which are purchased are of sufficiently advanced types that we do not end up with a large supply of obsolete or obsolescent equipment. The Joint Chiefs of Staff, in their memorandum of 14 April to me, are unanimously on record on this subject.

I can say, therefore, that the President, the Joint Chiefs of Staff, the Secretary of Defense, and the Secretaries of Army, Navy, and Air Force—as well as the Senate and the House of Representatives, I feel sure—are all in agreement, as a *military matter*, on the desirability of what the Joint Chiefs have described as "a balanced military establishment commensurate with the 70 air group program."

The Joint Chiefs, moreover, have advised me specifically what, in their unanimous judgment, such a balanced military establishment should include. They have reported to me that, in addition to Reserve and National Guard forces, it should include: a Regular Army of 837,000 men; a Regular Navy of 668,000 men; a Regular Air Force of 502,000 men.

They also have reported to me that a force of the recommended size would require, in the fiscal year 1949, additional appropriations in excess of nine billion dollars, instead of the three billion dollars which the Administration has heretofore requested.

The Joint Chiefs of Staff stressed the fact that their recommendation was

"based solely on military considerations." In my opinion, the Joint Chiefs were entirely correct in addressing themselves exclusively to the military consideration. That is their job. But they are equally correct in pointing out that other considerations—"the impact of the cost of the program on the national economy," for example—are factors which the President and the Congress must consider.

The impact on the economy of an additional nine billion dollar program is a matter that deserves—and will, I am sure, receive—the most careful attention by both the President and the Congress.

My insistence, throughout the consideration of these matters, has been that they must be considered in a rational and organized manner—and not on a basis of emotional reaction. This aspect of the matter was well summed up recently by General Spaatz, who made the following statement in the course of a press interview: "Despite increased appropriations, the United States Air Force will be unable to undertake mass bombing of enemy cities from American bases. A five thousand mile non-stop flight of an Air Force bomber has no great significance in establishing the feat as of strategic importance. We have not yet reached the point where we can carry out sustained bombings at great distances, and I don't know when we will. People who think they will be able to sit back in the next war and let military aircraft do the job are all wet. They had better square up their thinking with the facts."

If the Congress and the President should ultimately decide that the military considerations, at this juncture in world history, outweigh the fiscal considerations—then we should, by all means, embark on the nine billion dollar additional program. But if the Congress and the President should ultimately decide that a program of somewhat lesser magnitude is required—in the interest of national solvency and in the interest of avoiding, so far as possible, allocations, rationing, price controls, and a host of other restrictions—then we should proceed in such a manner that we will get the most national security for each dollar we spend.

The possibility of the restrictions I

have just mentioned—allocations, rationing, and so on—is a factor that should not be dismissed lightly. In a press memorandum which I issued on 8 April, I said: "Careful study must be given to the point at which the impact of additional military procurement, whether it is for the Army, the Air Force, or the Navy, added to the demands upon an already practically fully employed and tight economy, may produce explosive inflationary consequences. . . . Dollars alone do not guarantee the delivery of military end products. The military demands must be within the limits of our capacity to produce, or, alternatively, we must accept those controls that are found necessary to channel manpower and materials necessary to insure the desired production."

Bearing in mind [these] overall considerations and after receiving the Joint Chiefs' nine billion dollar recommendation of 14 April, I asked the Joint Chiefs this supplementary question: Granted the military desirability of the nine billion dollar program, what program would the Joint Chiefs recommend—in the general vicinity of three billion dollars—as the most effective military program within the limits of the funds that will probably be available to us?

I received the unanimous reply of the Joint Chiefs. Their specific recommendation—on the more limited basis envisioned by my more recent question—was that the three billion dollar program should be increased by \$481,000,000—with 1949 year-end strengths as follows: a Regular Army of 790,000 men*; a Regular Navy of 552,000 men; a Regular Air Force of 453,000 men.

This program envisions the following manpower reductions, as compared with the nine billion dollar program: Army, 47,000; Navy, 116,000; Air Force, 49,000.

This program envisions the following further manpower increases, as compared with the three billion dollar program previously submitted: Army, 8,000; Navy, 0; Air Force, 53,000.

I discussed with the President this supplemental recommendation of the Joint

* The initial estimate of Army manpower requirements was 782,000. A three billion dollar supplemental budget appropriation originally was asked. (See "Our Military Requirements," May 1948 ARMY INFORMATION DIGEST.)—Ed.

Chiefs—and the President has authorized me to have the Services prepare and submit detailed estimates in support of the recommendation of the Joint Chiefs for the additional \$481,000,000 I have just mentioned.

[This] program would increase the original 1949 budget requests by \$3,481,000,000, instead of the three billion dollars which I spoke of when I testified here on 25 March. This program, in my opinion and in the opinion of General Bradley, Admiral Denfeld, and General Spaatz, will provide us with what the Congress-

sional Aviation Policy Board aptly described as the "maximum return for the military tax dollar."

All three services—Army, Navy, and Air Force—agree that air power is likely to be the decisive element in our national strength. The only question is how that air power can be brought to bear against any possible enemy—and the Joint Chiefs of Staff are unanimous in the opinion that strong ground and surface forces are necessary in order to enable the Air Force and Naval aviation to employ air power effectively and decisively.

From a statement by the Secretary of Defense before the Senate Armed Services Committee, 21 April 1948

Secretary Forrestal:

BUDGETING MEN, MONEY, AND MATERIEL

The \$3,481,000,000 program represents the first time that the Joint Chiefs of Staff, as a body, have supported any budget request. Under the National Security Act, the Secretary of Defense is instructed by Congress to "perform the following duties: . . . Supervise and coordinate the preparation of the budget estimates of the Departments and agencies comprising the National Military Establishment; formulate and determine the budget estimates for submittal to the Bureau of the Budget; and supervise the budget programs of such Departments and agencies under the applicable appropriation Act."

In the performance of this Congressionally directed duty, I have relied heavily on the Joint Chiefs of Staff—the agency Congress has provided to assist the President and the Secretary of Defense in a number of fields, among them being "strategic plans . . . strategic direction of the military forces . . . and logistic plans," and so on. I should like to emphasize again, however, that all of the Chiefs, while supporting the \$3,481,000,000 program, regard the program as inadequate as a military matter.

I have told the Secretaries and the Chiefs that I want them to feel completely free to give their personal views to this or any other Committee of Congress which requests such views. In my opinion, any other course would be ex-

tremely unwise. The public and the Congress are entitled to know the personal views of the Secretaries and the Chiefs—but the public and the Congress are also entitled to know whenever there is a material distinction between such personal views and the official conclusion which, after due consideration, the Military Establishment has arrived at.

* * *

General Bradley is convinced that, as a military matter, we must have a Regular Army of 837,000 men, as a minimum force. My \$3,481,000,000 program falls 47,000 men short of that figure. . . . Similarly, General Spaatz is convinced that, as a military matter, we must have a Regular Air Force of 502,000 men and 70 air groups, as a minimum force. My \$3,481,000,000 program falls 49,000 men short of that figure. . . . Finally, Admiral Denfeld is convinced that, as a military matter, we must have a Regular Navy—including the Marine Corps—of 668,000 men. My \$3,481,000 program falls 116,000 men short of that figure. . . .

The Chiefs of Staff, in their individual capacities as military heads of their individual services, will tell you why they advocate a program which calls for an additional 9 billion dollars—but they will also tell you why, as members of the Joint Chiefs of Staff, and so responsible directly to me and to the President, they

joined with me and the President in supporting the \$3,481,000,000 program.

That program does not contain all the things that military considerations would have put into a budget request. It does provide those items which my principal advisers, the Joint Chiefs of Staff, agree unanimously are calculated to achieve the best military results if our budget is to be limited, as I have decided it should be limited, in the light of relevant fiscal and economic considerations.

* * *

In addressing myself to the problems of aircraft procurement, I have approached the question with three basic thoughts:

1. We should have an Air Force, even in peacetime, capable of swift deployment and the efficient military use of the planes we have on hand. This involves a withdrawal from storage of a substantial number of B-29s and the commensurate increase of Air Force personnel to man, equip, and service them. It was the presentation of facts by General Spaatz along these lines which influenced my decision to agree with the Joint Chiefs of Staff recommendation of last week to add to the Air Force sufficient personnel and funds to activate a total of 66 groups. . . . In order for this striking force to be capable of the swift use that we desire it to have, there must be, in as near instant readiness as possible, those supporting components of Army and Navy which, experience in World War II taught, were as essential to the use of air power as that power itself. I speak of such matters as protection of sea lanes, of logistic services, of seizure of air bases, and of the service functions that go with any sustained effort in war.

2. We should then weigh most carefully our procurement plans for the future—and by the future I have reference mainly to the number of planes we need beginning about mid-1949. One of the great problems of the Air Force is the efficient phasing, from the present B-29 type of plane, to the one we call a relatively modern plane—that is, a bomber with a much longer radius of action, with higher speed, and with the capability of carrying larger amounts of explosives. All of these: radius of action, speed, and pay-load are

each functions of the other and have to be considered in the planning for the use of strategic air power. I have not opposed—in fact, I have strongly favored—long-range planning of aircraft procurement, but I do insist that I will not make recommendations to the Congress for the actual appropriation or authorization of money until I am satisfied that it will be wisely and properly spent.

3. For the longer future, that is, for the period beyond 1952—the period roughly between five and ten years from now—there is need for the most careful and exact “war gaming” of potentials of offensive air power as measured against the capability of antiaircraft defense. This covers a broad range of considerations, and not all of them are strictly military. They will involve the use of scientific research, study, and evaluation. To restate one of the classic canons of warfare, every weapon of offense automatically develops counter weapons of defense. There never is a precise balance between the two. In World War I, defense achieved its modern zenith; in World War II, the swift and mobile offense returned to its own. In World War III, if it should come, even in the field of air power the struggle between the offense and defense will go on. Our best military minds plus our scientific and technological and industrial minds will need to participate in the decisions that we finally make—decisions which may be fraught with the most grave consequences for our country.

In other words, I have tried to approach the problem on what seems to me the sound basis of dealing with first things first. No one, I think, will gainsay that we must be prepared to do the best we can with what we have got. For the period just beyond, we must be sure that we are buying the most useful weapons. And finally, for the longer period, we must be sure that we do not fall into the fatal apathy of thinking of future war in terms of the most recent war.

In short, no nation should ever permit itself to be frozen to any static concept—whether that concept is the crossbow, or gunpowder, or the Maginot Line, sea power or air power, or the atomic bomb.

From a statement by the Secretary of Defense before the Deficiency Subcommittee, Senate Appropriations Committee, 26 April 1948

o
e
-
-
e
e
f
ll

e
y
-
d
-
-
is
s,
y.
e-
le
e,
e-
re
ne
ed
ne
ts
ld
ne
se
us
is-
in
ci-
st

p-
ne
rst
ay
est
he
at
is.
we
he
in

nit
-
or
sea
b.

ase
048